



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org

Final Report

UNIDO Project No. US/RAS/00/015

UNIDO Contract No. 2000/124

Total Quality Management and Standardization in ASEAN Countries-Phase II

- Company Survey for Model company selection, Cambodia, Laos and Myanmar
- The 2nd Company Diagnosis in Vietnam,
- Short Term TQM Expert Dispatch to Malaysia, Thailand and Brunei
- Expert Meeting, Bangkok, Thailand

April 2002

Japanese Standards Association

Contents

1. Background information	-----	1
2. Objective of the project	-----	1
3. Subcontractor's duties	-----	1
4. Activities and achievements	-----	2
4-1 Company Survey for Model company selection, Cambodia, Laos and Myanmar		2
4-2 The 2 nd Company Diagnosis in Vietnam,		9
4-2-1 Company diagnosis to Petrol Mechanical Co.		9
4-2-2 Company Diagnosis to Tien Phong Plastic Company	-----	12
4-3 Short Term TQM Expert Dispatch	-----	18
4-3-1 Short Term TQM Expert Dispatch to Malaysia	-----	18
4-3-2 Short Term TQM Expert Dispatch to Thailand	-----	24
4-3-3 Short Term TQM Expert Dispatch to Brunei	-----	33
4-4 UNIDO Expert Meeting, Bangkok, Thailand	-----	40
Appendixes		43
Appendix-1	List of participants of Expert Meeting	44
Appendix-2	Country Report of Expert Meeting	46
	A1	Brunei
	A2	Indonesia
	A3	Malaysia
	A4	Philippine
	A5	Singapore
	A6	Thailand
	A7	Vietnam
	A8	Cambodia
	A9	Laos
	A10	Myanmar

Contents of Interim Report and Final Report

				Interim Report	Final Report
Report No.				B021A	B022A
Date of Report to UNIDO				Dec. 22 2000	April 27 2001
Invoice to UNIDO				B021A \$110,000	B022A \$87,278
OUTPUT	Activity	Date	Country		
OUTPUT 1	TQM Seminar in Cambodia, Laos and Myanmar	Nov. 16-17, 2000	Cambodia	Yes	
		Nov. 21, 2000	Laos		
		Nov. 24, 2000	Myanmar		
OUTPUT 2A	1 st Company Diagnosis In Vietnam	Sept. 11-16, 2000	Petrol Mecanical Co. Vietnam	Yes	
		Sept. 11-16, 2000	Tiengphon Plastic Co. Vietnam	Yes	
OUTPUT 2B	2 nd Company Diagnosis In Vietnam	19-24 Mar. 2001	Petrol Mechanical Co. Vietnam		Yes
		19-24 Mar. 2001	Tiengphon Plastic Co. Vietnam		Yes
OUTPUT 3	Company Survey for Model company election	Dec. 4-8, 2000	Cambodia		Yes
		Dec. 11-15, 2000	Laos		
		Dec. 11-22, 2000	Myanmar		
OUTPUT 4	New expert meeting	March 12-13, 2001			Yes
OUTPUT 5	Short term dispatch for 6 countries	Oct. 10-13, 2000	Philippines	Yes	
		Nov. 6-10, 2000	Indonesia	Yes	
		Nov. 25-Dec. 1, 2001	Singapore	Yes	
		Dec. 11-16, 2001	Malaysia		Yes
		Feb. 26 -Mar. 2, 2001	Brunei		Yes
		Mar 26-30., 2001	Thailand		Yes

1. Background information

United Nations Industrial Development Organization (UNIDO) selected JSA as “the subcontractor” for the execution of services for the UNIDO project No.US/RAS/00/015 (UNIDO Contract No.2000/124) at total all-inclusive cost US DLRS Two Hundred and Nineteen Thousand and Two Hundred and Seventy Eight (US\$219, 278) payable in that currency.

2. Objective of the project

The project aims at assisting and strengthening the ASEAN countries and their institutions in the promotion and introduction of standardization and TQM at company level by holding TQM seminars for 100 CEOs and middle managers from local companies in Myanmar, Laos and Cambodia, new ASEAN member countries, holding New Expert meeting in ASEAN country inviting one each from national committees of ASEAN countries to exchange information and share experience on TQM introduction and implementation, dispatching short term, one week, TQM experts to six ASEAN countries to instruct model companies and hold seminar for specific industries in the country on a request basis. The company instructions for two Vietnamese model companies selected in Phase I will be continued until March 2001 since Vietnam joined ASEAN in the 3rd year of the Phase I. The company diagnosis survey for model company selection will be conducted in Myanmar, Laos and Cambodia.

3. Subcontractor’s duties

The services required for JSA (subcontractor) consist of the following five duties:

- (1) To dispatch TQM experts to Vietnam for company instructions at two model companies with responsibility for coordination, the administration, logistics, identification of the experts and preparation of report.
- (2) To organize UNIDO TQM seminars in Myanmar, Laos and Cambodia for 100 CEOs and middle managers, with responsibility for the administration, logistics, identification and arrangement of speakers and prepare materials and preparation of report.
- (3) To dispatch TQM experts for company diagnosis survey in Myanmar, Laos and Cambodia for model company selection with responsibility for coordination, the administration, logistics, identification of the experts and preparation of report.
- (4) To dispatch short term TQM experts to six ASEAN countries on a request basis with responsibility for coordination, the administration, logistics, identification of the experts and preparation of report.
- (5) To organize the new expert meeting inviting one each from national committees of ASEAN countries with responsibility for the administration, logistics, identification and arrangement of speakers and preparation of report.

4. Activities and achievements

4-1 Company Survey for Model company selection in Cambodia, Laos and Myanmar

4-1-1 Nomination of candidate companies in each country

The objective of the company survey is to provide each national committee of the three countries with recommendation to select model companies by themselves. We requested each country to nominate candidate companies on condition that they should meet the criteria shown in the table 1, and asked about the date and program for conducting the company survey.

Table-1 Criteria to select candidate companies

1.	To be a manufacturer
2.	Locally owned (more than 51%)
3.	Suitable to be a representative of the country
4.	CEO and managers stay in the position for long
5.	To have a history of stable business management
6.	The application has been approved by the CEO
7.	Willing to cooperate in the diagnosis
8.	Willing to improve its own product quality and productivity
9.	Capable of establishing and operating quality improvement program
10.	Ready to prepare explanatory document concerning its overall activity

Responding to this request, 4 companies in Cambodia, 2 in Laos and 4 in Myanmar, were nominated as shown in Table-2. Prior to the survey, each national committee provided the outline of candidate companies with Form-A and Form-B attached on page of the end of this chapter.

Table-2 Candidates for company survey

Cambodia	4 candidate companies	CA	Water company
		CB	Nail company
		CC	Garment company
		CD	Ice cream company
Laos	2 candidate companies	LA	Cement company
		LB	Cotton company
Myanmar	4 candidate companies	MA	Battery company
		MB	Detergent company
		MC	Sandal company
		MD	Transformer company

4-1-2 Conducting the Company Survey

According to mutual consent between the three countries and Japan, we conducted the company survey by dispatching experts in December 2000. The program of the Company Survey is shown in Table-3. The procedure of the company survey was basically same as the one conducted in the 1st phase of the ASEAN-Japan TQM Project though the detail procedure

was again discussed and approved in the Survey Working Group of the Japanese National Committee on October 2000. Main tools were composed of the Check Sheets for Company Diagnosis and Summary Report Formats.

Cambodia

Experts: Mr. Teruo Kawamura and Mr. Yuzuru Otabe

4 Dec.	Mon	Meeting with Counterparts
5 Dec.	Tue	Survey of the Candidate company-CA: Water company
6 Dec.	Wed	Survey of the Candidate company-CB: Nail company
7 Dec.	Thu	Survey of the Candidate company-CC: Garment company
		Survey of the Candidate company-CD: Ice cream company
8 Dec.	Fri	Meeting with Counterparts
		Interview with the CEO of the Candidate CC: Garment company

Laos

Experts: Mr. Teruo Kawamura and Mr. Yuzuru Otabe

10 Dec.	Sun	Meeting with Counterparts
11 Dec.	Mon	Survey of the Candidate company-LA: Cement company
12 Dec.	Tue	Survey of the Candidate company-LA: Cement company
13 Dec.	Wed	Survey of the Candidate company-LB: Cotton company
14 Dec.	Thu	Survey of the Candidate company-LB: Cotton company
		Meeting at national committee

Myanmar

Experts: Mr. Masaru Sekiguchi and Mr. Junichi Togashi

11 Dec.	Mon	Meeting with Counterparts
		Survey of the Candidate company-MA: Battery company
12 Dec.	Tue	Survey of the Candidate company-MA: Battery company
13 Dec.	Wed	Meeting with Counterparts
14 Dec.	Thu	Survey of the Candidate company-MB: Detergent company
15 Dec.	Fri	Survey of the Candidate company-MB: Detergent company
16 Dec.	Sat	Meeting with Counterparts
18 Dec.	Mon	Survey of the Candidate company-MC: Sandal company
19 Dec.	Tue	Survey of the Candidate company-MC: Sandal company
20 Dec.	Wed	Meeting with Counterparts
21 Dec.	Thu	Survey of the Candidate company-MD: Transformer company
22 Dec.	Fri	Survey of the Candidate company-MD: Transformer company
23 Dec.	Sat	Meeting with Counterparts

4-1-3 Deliberation in the Japanese National Committee

After finishing the company survey as scheduled, we reported the results to the Japanese National Committee for deliberation. Finally the draft of recommendation report to each country was approved.

4-1-4 Submission of the recommendation report

The recommendation reports were completed in English language and finally submitted to respective country delegate at the occasion of ACCSSQ dialogue held in Phuket on 14 March, 2001.

The submitted "Company Diagnosis Report (Final Draft)" was composed of documents as follows:

(1) Recommendation Report

Recommendation of company(ies) as the Model Company(ies) with appropriate reasons

(2) Summary Report of Company Diagnosis

Part 1. Summary of results of the diagnosis at each company

Part 2. 5-level method evaluation of company's status quo in each diagnosis item
(Status quo in Japanese companies is attached to each item for reference.)

Part 3. Comparative evaluation table

The finally recommended company(ies) as the Model Company(ies) were as follows:

Cambodia: company CC (garment manufacturing company)

Laos: company LB (cotton manufacturing company)

Myanmar: company MA (battery manufacturing company)
company MB (detergent manufacturing company)

Referring to this recommendation each national committee of the CLM countries is expected in due course to make a final decision of selecting the Model Company(ies), one of four in Cambodia, one of two in Laos and two of four in Myanmar.

Questionnaire of Self-Diagnosis

Form-B

Fax or e-mail this form to JSA: Mr. Yuzuru Otabe,

Fax: +81-3-3582-2390, e-mail: otabe@jsa.or.jp

Deadline: Monday, November 27, 2000

Country	
Company Name	
Name of person in charge	
Date	

Concerning to CEO		yes	no	comment
Management policy on the Quality for customers and market fields ; response to needs and claims		/	/	
A	Are notices circulated/posted or events held to make employees more quality conscious?			
B	Does management policy include items related to customers and quality?			
C	Do you have any procedures for deciding management policy? Is it decided based on a consensus of the board of directors?			
D	Are any surveys conducted on customers' needs for products or services?			
E	Do you have any procedures for handling important claims concerning products or services? Is any section assigned in a document which is responsible for the collection, communication, and handling of those claims?			

Please put mark "x" in each column "yes" or "no" regarding to your actual status.

Form-B

2. Concerning to Managers		yes	no	Comment
Giving clear instructions to subordinates, and understanding the status quo				
A	Have methods for giving instructions or orders been clarified?			
B	Are reports made in writing? Are formats specified?			
C	Has communication been done in writing to the sections required?			
D	Do Managers properly consult with subordinates?			
E	Do Managers have proper judgment of the current situation of the company?			

3. Concerning to Standardization		yes	no	comment
Work standards				
A	Do you have any procedures for preparation of work standards?			
B	Do you maintain, revise, and make periodical reviews of work standards?			
C	Do managers understand actual use and observance of work standards?			
D	Has sufficient training been conducted with employees on use of these standards?			
E	Has a proper history of revisions been maintained?			

4. Concerning to Manufacturing Process Control		yes	no	comment
Quality assurance by workers' techniques and Standards of Work Procedures (SOP)				
A	Is workers' skill training conducted?			
B	Are sufficient skill training given to new employee?			
C	Are skill checks conducted regularly?			
D	Do you have any SOPs?			
E	Do you have any document for controlling SOPs?			

Form-B

5. Concerning to Measurement Control		yes	no	comment
Standards for controlling measurement equipment, and education, training concerning the use thereof				
A	Have you specified standards for controlling measurement equipment?			
B	Do you keep execution records for controlling?			
C	Have the responsibility and authority for measurement control section been clarified?			
D	Have standards been clarified for controlling changes in the specification of measurement equipment?			
E	Is measurement-tools-related training conducted properly?			

6. Concerning to Inspection		yes	no	comment
Standards for test and inspection				
A	Is the work of test and inspection conducted based on test and inspection standards?			
B	Do you have proper check systems for test and inspection work?			
C	Do you conduct education and training relating test and inspection?			
D	Are defects found frequently?			
E	Do you analyze and use the data of defects found at the intermediate or the final inspections?			

4-2. Company Diagnosis in Vietnam

4-2-1 Company diagnosis to Petrol Mechanical Co.

Reporter: Masato Suuchi, TQM expert

Schedule of Diagnosis

Table 1

Sun.	March 18, 2001	Tokyo/Haneda – Osaka/Kansai, JL343 Osaka/Kansai – Ho Chi Minh City, VN941, arriving HCMC at 15.20
Mon.	March 19, 2001	(A) Diagnosis to Petrol Mechanic Stock Company (Policy and activity plans of PMSC for the year 2001)
Tue.	March 20, 2001	(A) Diagnosis to Petrol Mechanic Stock Company (Explanation of key TQM activities) Move from Ho Chi Minh City to Cao Lanh (by car)
Wed.	March 21, 2001	(B) Diagnosis to Dong Thap Medical Import Export Corporation (Seminar on Policy management and Daily management)
Thu.	March 22, 2001	(B) Diagnosis to Dong Thap Medical Import Export Corporation (Seminar on Kaizen and QC circle activity) Move from Cao Lanh to Ho Chi Minh City (by car)
Fri.	March 23, 2001	Move from Ho Chi Minh City to Hanoi, VN918, arriving Hanoi at 9.00 (C) Final meeting of ASEAN-Japan TQM project
Sat.	March 24, 2001	Hanoi – Hong Kong, VN790, leaving Hanoi at 11.20 Hong Kong – Tokyo, NH910

(A) Diagnosis to Petrol Mechanical Stock Company, Ho Chi Minh City

1) The outline of the company:

Table 2

1.	Established	1975
2.	Number of employees	160
3.	Major products	Steel container for oil products
4.	Production/year	330,000 pcs, (200 litter drum, 2000)
5.	Sales/year, US\$	US\$4,625,000, 1999
6.	Market, % by sales	Domestic: 100%
7.	Counterparts	Mr. Tran Dang LY, President Mr. Ho Xuan Dia, Director Mr. Do Dinh Tien, Manager, Technical Dept.

2) Status of TQM activities

The company commenced its operation in 1975 as a manufacturer of steel containers for oil products, and added tankers in 1985, 200 liters drum in 1990 and 18/25 liters pale can in 1998. The main product is 200 liters drum which covers about 70% of the total revenue and the market share of 200 liters drum reaches 87% in Vietnam in 1999. But the number of competitors has increased to six companies now, and the competition becomes more severe. The company changed its status from a state own company to a stock company in 1999. The capital of the company is 3.2 billion Vietnam Don and 35% of that is owned by the government.

The introduction of TQM into the company started in April 1997 as the diagnosis of the company for the selection of model companies in Vietnam. The implementation of TQM has been promoted since September 1997 under the instruction of Japanese expert utilizing the handbooks compiled by Japanese Standard Association and putting the priority to the policy management, so that the other TQM activities indicated in the handbooks are to be studied and implemented in the process of the execution of the activities to achieve the targets of the policy.

The written policy was issued in 1998 at the first time. The policy included the philosophy, the vision and the priority measures and targets. The policy was deployed into the activity plans and the improvement activities had been conducted and achieved remarkable results in the area of the quality and the cost of the product, standardization, and management systems.

The company has started the activities for ISO 9002 since June 1999 and received the certificate on 18th December 2000. Through the preparation for ISO 9002, the standardization of the company has been improved. The company will develop further judging from that the top and middle managers have confidence of the effectiveness of TQM and have promoted TQM eagerly.

3) Results of Diagnosis

The company has issued the TQM policy for 2001 as follows;

- a) reduction of Drum production cost by 1%
- b) application of the new dies for Drum cover to reduce raw materials cost
- c) reduction of repairable defects of Drum to 4%
- d) no customer complaints for Tank
- e) execution of facility maintenance plan for no abnormality

At the same time, the business plan for the year 2001 was issued including the priority measures and targets.

The expert made comments as follows:

- a) it is preferable to combine the TQM policy and the business plan, and to control in one system
- b) the targets of improvement activities should be settled at higher levels compared with present levels , so that employees would make efforts to achieve them

(B) Diagnosis to Dong Thap Medical Import Export Corporation

1) The outline of the company

Table 3

1.	Established	July 1985, a state own company
2.	Number of employees	287
3.	Major products	Medicines, perfumes, drinking water Import and export of medical commodities
4.	Production/year	74 kinds of products
5.	Sales/year, US\$ In 2000	Total revenue: US\$23.7 million Products in total : US\$3.1 million
6.	Market share	8%
7.	Counterparts	Mr. Huynh Trung Chanh, Director

2) Status of TQM activities

The company has the intention to implement TQM and is one of the candidates for the model company in the second phase of TQM project in Vietnam. The company already applied for ISO9001 and finished the audit by the certification body.

As for the operation of the company, the yearly business plan including priority measures and targets is issued and deployed into activity plans. Activity plans are followed and the results of the activities are reviewed. The top and middle managers have the strong will to improve the company. They have studied and challenged new management techniques such as GMP, HACCP, Quality award, TQM and ISO. The company is managed fairly well, and the promotion of TQM in this company will help a lot for the further development of the company.

3) Results of Diagnosis

The seminar on TQM was held for about 40 managers and staff of DOMESCO. The contents of the seminar were:

- a) What is TQM? (presented by Suuchi)
- b) Policy management and Daily management (presented by Suuchi)
- c) Relation of TQM, ISO and Excellent award (presented by Suuchi)
- d) Kaizen (presented by STAMEQ consultant)
- e) QC circle activity (presented by STAMEQ consultant)

(C) Final meeting of ASEAN-Japan TQM Project

The final meeting was held in Hanoi on 23rd March 2001.

(refer to next 4-2-2 (C) Final Meeting)

4-2-2 Company diagnosis to Tien Phong Plastic Company

Reporter: EIZO ASAKA, TQM expert, Professional Engineer (registered)

Schedule of Diagnosis

Sun.	18 March 2001	Tokyo/Narita – Hongkong by NH909 Hongkong - Hanoi by VN-791, arriving Hanoi at 16:15
Mon.	19 March 2001	AM: Move from Hanoi to Haiphong (by car) TQM Instruction to Tien Phong Plastic Company (Whole Instruction and Review)
Tue.	20 March 2001	(Instruction at Each Department)
Wed.	21 March 2001	<u>(Last Meeting in Tienphong Plastic)</u> PM: Move to Hanoi
Thu.	22 March 2001	(B) Company Diagnosis to 2nd Phase Company (B1) Diagnosis to Than Tri Sanitary Ware Company
Fri.	23 March 2001	(B2) Diagnosis to Xuan Hoa Company (C) Final Meeting in TQM Project in 1st Phase
Sat.	24 March 2001	Leaving for Bangkok by VN-831

(A) TQM Instruction to Tien Phong Plastic Company

(1) Preceding paragraph

They started the argument about the marking of JIS first.

They said that an application of JIS marking would be examined after their careful study on JIS. Naturally, enforcement of TQM is an important checkpoint, and since Tien Phong Plastic is carrying out TQM in the meaning, the conditions probably would be advantageous for them to get a JIS mark certification. I advised that information to apply JIS mark certification may be given by STAMEQ.

Since it is small company, they give first priority to the domestic standard at present, and they say next is to the standard of ISO. According to them, the latest domestic standards are changing and it is hard for them to follow the changing standards. They said, however, it is important to follow not only the domestic standards but also the international ones for the future development. They feel uneasy to fight with foreign companies after the liberalization of the market by the AFTA (ASEAN Free Trade Agreement) going to be effective on January 1st, 2003.

(2) Whole instruction and Review

Instruction was started, a technical section manager, Director and a lady having joined first, and advancing discussion about general matters. Reviews of ASEAN-Japan TQM project was

carried out about the actual result of the instruction since the start in 1997 about progress until it results by the end of today.

They understood the substance of the ASEAN-Japan TQM project and positioning of theirs as a model company in the Project. After asking them whether they have any objection about the actual results of TQM, I confirmed that it was satisfactory. They did not have any comments about the results.

Instruction was carried out in detail according to Handbook Items:

- 1) QC Circle
- 2) CEO

(3) Instruction at each department

- 1) Factory section
- 2) Planning & Material dept.
- 3) Personnel Dept.
- 4) Business Dept.
- 5) Quality Control Dept.
- 6) Technical Dept.

(4) Last Meeting in Tien Phong Plastic Company

The individual instruction for each post of department was followed, and the last all-inclusive meeting of TQM Project for 5 years was held. The managers of all related departments participated.

At the beginning, the president of this company came for the greeting. About instruction of TQM over for 5 years, the president expressed sincere gratitude to instruction of STAMEQ and Japan in a greeting of the beginning, and the productivity of each department of the company has been improved sharply and he highly evaluated an introductory effect of TQM.

As reply to the greeting of the president, I evaluated highly about effort of the company over for 5 years, and described the further future development and a purport which expects the role of instruction of TQM to a surrounding enterprise by the model company. When the general exchange of opinions among us was finished, the president left.

According to the order of instruction conducted yesterday, the comment was instantly said to each department from me and each manager understood about the above mentioned comments, and I confirmed that they would carry out each subject and theme.

(B) Diagnosis to the 2nd Phase Company

(B1) Diagnosis to the Ceramic Company for Survey as scheduled.

1) Corporate outline:

Company Name	THANH TRI SANITARY WARES Company
Founded	1960
Products	Sanitary apparatus, i.e., equipment of a toilet and kitchen etc.
Number of employees	About 400 persons
Production	Three shifts
Market share	30%
Acquisition of clay	Near Hanoi
Chemical material and paint	Imported from Japan and Italy
ISO-9000	Granted by BV (Bureau Veritas)
TQM relation	QCC ; 11 groups, 5S; under preparation and soon starts Attended TQM courses by VPC
Technical source	Self-development of the company

2) At the beginning, I explained the relation of Vietnam in ASEAN-Japan TQM project and the role of a model enterprise or a pilot enterprise. They had strong opinion manifestation that a role of a pilot enterprise in TQM project is recognized and they want to introduce TQM very enthusiastically. I explained progress of TQM project and the contents of instruction, which had started in 1995.

3) In the factory survey, the person in charge said that the life of mould of clay to be usable is 17 times in use. When looking at an actual mould, it does not indicate how many times it was used until now, since there is no identification mark. Although the date when it began to be used is written, it does not indicate how many times it was used by now.

Therefore, there is enough possibility that what was used 17 times or more still carries out, and it is used.

I proposed that it should show clearly about 17 times in use.

After molding process, all products are thoroughly corrected by hands. This process is performed by the sensuous delicacy of the people of Vietnam, and I think that these ceramics are handmade technical elegance at all. There is a process of hardening by dryness, firing and heating. And it is especially splendid equipment as the company about the last heating, which was such as the furnace of LPG at 1,200 degrees.

Finally, although the process of packing was seen, although packing of the ceramic products with various things was carried out anyhow, it was not ascertained with what means they distinguished at all. Only by their memory, neither a parts number, nor a code number being, and the process is flowing. These matters are the most important portions on

management, if it considers as TQM.

(B2) Visit to Bicycles and Chair manufacturing Company for Survey as scheduled.

1) Corporate outline;

Company name	Xuan Hoa Company
Founded	1976
Location	Congtay Hoa
Products	Bicycles, Chair, Table, etc
Numbers of employees	642 persons (3 shifts), 420 persons (1 shift)
Production processes	<u>Chair related</u> : Cutting of roll material, cutting of rolled pipes, roll forming, Bending, welding, degrease & cleaning, electric plating, painting, <u>Bicycles related</u> ; Frame assembly, Spoke wheel assembly, Paint, Whole assembly
ISO-9000	Granted by QUACERT in 2000
TQM relation	QCC, 5S under planning

2) There was opinion manifestation about the introductory volition of TQM from Deputy Director at the time of an interview. The volition, which has aimed at development in the following stage from ISO, anyhow was felt.

Although a factory is executing active production, the factory is the form of old fashioned and it is judged to be the grade of the average level of Vietnam. It is considered that the opinion made now into means is usually common only by having taken ISO, and the remarkable leap by TQM introduction is estimated to be hard. Unless it has the very strong purpose consciousness, it cannot break through this wall easily. However, if the volition of introduction is strong, it will be considered that this obstacle can be overcome.

3) As a feature of a process, a thin coil is cut out at least in width of 100mm at a round slice, and it is started from the place, which manufactures pipes by 5 steps roll forming.

The iron pipes of these various sizes are used as a base material, and chairs, desks, bicycles, etc. are made accordingly. Therefore, metal machining of a press, cutting, welding, drilling, grinding, bending, etc. is performed broadly. Chromium plating of pipes is also performed and the appearance as goods of a fold-up chair is raised. Moreover, paint is also performed extensively and the pretreatment of a spray type and baking of paint are performed. Comparatively as equipment of products, it is considered that it is splendid equipment. By introduction of TQM, it is judged that a large improvement is expectable for quality and productivity.

(C) Final Meeting

The Final Meeting, which was being planned previously, was held from 2:00 to 4.30 p.m. on March 23rd in the conference room of STAMEQ in Niad, Hanoi. Attendants were as follows:

Mr. Pham Ngoc Tran	(Deputy Director General, STAMEQ)
Mr. Duong Xuan Chung	(Director, P & C Dept., STAMEQ)
Mr. Tran Van Hoc	(P & C Dept., STAMEQ)
Mr. Le Tuan Chuong	(P & C Dept., STAMEQ)
Ms. Le Chau Giang	(P & C Dept., STAMEQ)
Mr. Nguyen Tat Thang	(Deputy Director, Administration Office, STAMEQ)
Mr. Tran Dinh Cuu	(STAMEQ in Region 3, HCMC)
Ms. Nguyen Thi Bich Hang	(Director for Standards and Quality, VPC)
Ms. Nguyen Huong Lan	(VPC)
Mr. Tran Thi Huong	(Deputy Director, Membership Div., VCCI)
Mr. ---	(VCCI)
Director and Managers (3)	(Tienphong Plastic Co.)
Directors and Managers (8)	(2 nd generation Model Companies and candidates)
Mr. Mitsuharu Shimada	(Japanese Expert)
Mr. Masato Suuchi	(Japanese Expert)
Mr. Eizo Asaka	(Japanese Expert)

(1) There was a greeting of Mr. Pham Ngoc Tran, Deputy Director General of STAMEQ and there was strong opinion manifestation about introductory enforcement of TQM as STAMEQ from now on.

(2) Subsequently I greeted on behalf of Japan side.

The following points were emphasized in the greeting.

- 1) ASEAN-Japan TQM Project in 1st Phase is to end to a success by cooperation of every country, and it will be developed to 2nd Phase.
- 2) Instruction of STAMEQ/VPC and efforts of model enterprises are evaluated highly.
- 3) Subsequently, the enforcement situation of TQM Project since start in 1995 was reviewed briefly, and the opinion of the purport, which expects future development, was expressed.

(3) Next, there was a presentation of achievements from Director of model enterprise Tien Phong Plastic. According to translation, the introductory result of TQM was presented with pride and it is considered that it was the contents of a presentation, which was filled and overflowed with confidence and responsibility.

As for the activity of the other model enterprise Petrol Mechanic Co., Mr. Cuu of STAMEQ in

HCMC described the situation simply.

(4) Then, it went into discussion. In this, the questions were as follows;

1) There was a question about the relation with human resource in consideration of TQM and safe management of workers in Standards of Vietnam of SA8000. Moreover, there was a question of in what for the instruction of a handbook was carried out and when.

About this, Director of Tien Phong Plastic answered.

2) There was a question of how they receive and use of handbooks. About this, Mr. Chung, Director of STAMEQ answered that the Handbooks would be distributed by the opportunity when required.

(5) At the last, there was a chance for me to say that I highly evaluated the interest of TQM by participants, and I expressed the opinion of the purport, which expects carrying out introductory enforcement of the TQM efficiently from now on. Since there are model enterprises available now, if something about unknown of TQM or the actual result of TQM are not clear, it is proposed to visit and check in model enterprises for what is necessary to do. This is a better way to understand TQM rather than continuing useless argument.

(6) In addition, there was an opportunity to confer with Mr. Tran, Deputy Director General to exchange opinions about the following points.

- Deployment of the future of TQM
- Establishment of the organization to deploy TQM in Vietnam
- Execution of an enforcement plan,
- Visit of model enterprises, etc.

He said that he would establish in the future a TQM introductory plan to 60,000 small/medium enterprises in nationwide universally with having recognized importance of the fact without limiting only to the enterprise of ISO-9000 acquisition. For the time being, as current year, instruction plan for 600 companies, which is 1 % of 60,000 small/medium enterprises of Vietnam, or for 60 companies, which is 0.1 % of all, would be made as soon as possible. Since time is restricted to AFTA to be effective in January 2003, anyhow it was proposed to form a concrete plan urgently and advance energetically. It was confirmed that it would be a national level work and enlightenment by the government is fundamentally necessary.

About the above, Mr. Tran, Deputy Director General of STAMEQ has shown his keen interest and agreed to implement them as National Project in due course.

4-3 Short Term TQM Expert Dispatch

4-3-1 Short Term TQM Expert Dispatch to Malaysia

Reporter: EIZO ASAKA, TQM Expert, Professional Engineer (registered)

Schedule of Seminar and Survey:

Sun.	10 December 2000	Leaving Narita for Kuala Lumpur at 12:55 by JL-723 Arriving Kuala Lumpur at 16:25
Mon.	11 December 2000	(A) 8:30 Courtesy visit to NPC, meet Mr. Marlock (DG) 9:00 Opening remarks by Mr. Marlock 9:15 Introduction of TQM 13:30 Explanation of Handbook "CEO"
Tue.	12 December 2000	(A) 9:00 Explanation of Handbook "Policy Management" 13:30 Explanation of Handbook "Standardization"
Wed.	13 December 2000	Public Holiday, Summarize materials of Seminar
Thu.	14 December 2000	(A) 9:00 Explanation of Handbook "Daily Management" 13:30 Explanation of Handbook "Process Control"
Fri.	15 December 2000	(B) 9:00 Visit to Ingress Engineering 15:00 Visit to Department of Standards of Malaysia (DSM) 16:00 Visit to Science and Industrial Research of Malaysia
Sat.	16 December 2000	(B) Visit to Shamby Food Industry SDN. BHD. (Kota Bahru)
Sun.	17 December 2000	Summarized data and material
Mon.	18 December 2000	(B) 9:00 Visit to Idkom Engineering SDN. 13:00 Raya Plastic SDN. BHD.

(A) Seminar

Venue: NPC Training room

Attendants: NPC staff and 2nd & 3rd Model companies

From 9:00 on December 11th, the seminar started in the Training room. Since Model company of 3rd Generation is a new comer in the Project and the attendants were mixed with 4 companies and the staff of NPC, before explaining Handbooks suddenly, I began the lecture from introduction of TQM first of all. It was observed that they might understand TQM somehow.

Curriculum :

On 11th December 2000

- at 8:30 Courtesy greeting to Mr.Marlock, DG of National Productivity Corporation
- at 9:00 Opening remarks by Mr.Marlock, DG of NPC
- at 9:15 Introduction of TQM displayed by power point
- at 13:30 Explanation of handbook "CEO" and debate

On 12th December

- at 9:00 Explanation of handbook "Policy Management" and debate.
- at 13:30 Explanation of Handbook and "Standardization" and debate

On 14th December

at 9:00 Explanation of handbook " Daily Management," and debate

at 13:30 Explanation of handbook "Process Control" and debate

Seminar proceeded while explaining how to use handbooks and arguing about an enforcement situation and points in questions.

The Model companies of 2nd Generation having introduced the enforcement situation, and aiming at model companies to share experience, they argued in it and their understanding were advanced. Since especially Model companies of 3rd Generation started and time had seldom passed, the argument was recommended, having checked their progress and replying to a question,

Although the consultants of NPC had already begun TQM instruction to the enterprise of 2nd Generation for about 2 years, they are worried that companies do not carry out TQM easily, and their instruction have become idling, and the effect of TQM instruction as expected do not come out. About this, the implementation process of TQM is explained, and enforcement items should be decided by the format and finally they should be authorized in the whole company being the enforcement plan registered, and it was explained that the things should be monitored firmly during implementation process of TQM.

Moreover, the enforcement item was guided so that they might decide by their own independent intention. They, as consultants are going to decide some assignments and are going to make the companies keep the assignments as they should follow.

As a result, it made them recognize that it would be useless to force them to follow the assignments and they should carry out TQM with an intention of their independent idea. Moreover, it taught, being shown with exercise of some examples so that the detailed realistic plan for carrying out this TQM may be set to an enforcement plan, a whole plan might be set up.

Well, let introduce some of trouble of the consultants of NPC which they faced, for example, CEO, Policy Management, Standardization, Daily Management and Process Control.

(B) Model Companies Visit Survey

1) 1st Generation Model Companies

1a) Ingress Engineering SDN.BHD of 1st Generation Model Company:

According to Ingress Engineering's speaking, Ingress is now free itself from depression completely and produces parts for Proton 14000 units, door parts for Perodua 8000 units and total of 22000 units at present by 350 persons.

Since it was 5000 units of production by 250 persons at the time of depression, production has increased 5 times by the workers of increase of 40%. 3 shifts production is performed in some parts of processes. It is clear by these figures that how much Productivity is improved. Company management is improved marvelously and they are confident to challenge to next target, for example, to expand their business to Europe, CEO said.

They are having been granted QS-9000 as good news first on December 14th 2000. After applying for QS 9000 on October 15th 1999, they could take certification of QS-9000 as scheduled. They advanced further in management technology than Katayama Industry of Japan that is a joint venture in terms of QS-9000 and having been preceded from where of the factories in foreign countries of the said company. Mr. Kawai General manager, 57 years old of a residence representative of Katayama Industry was very surprised of their excellent achievement in TQM.

They recognize a role of Model company even after termination of ASEAN-Japan TQM Project in 1st Phase. It is confirmed by this visit that they have been carrying out certainly about enforcement of TQM without loosening hands. Moreover, the person in charge of the exclusive duty who guides TQM to other enterprises by the request of NPC are assigned in each section, and organization in which business trip instruction is performed without delay is established internally.

Although the factory was observed, it is managed well including 5S, of course, and work directions are in line with Work Instruction. Material handling management and FIFO are also performed based on the layout, and we are very impressed that they improved the production system in so high level by TQM.

1b) RAYA Plastic SDN. BHD:

We visited RAYA PLASTIC (Model Company of 1st Generation) in the December 18th afternoon.

When seeing progress of TQM since the end of 1st Phase of TQM Project, enforcement of TQM seems to be suspended due to busyness of production. As an opinion of CEO, although it was 80 persons in the time of depression, it increases to 140 persons now due to production increase of these days, and equipment is also extended from 14 units to 20 units (injection molding machines and blow molding machines), and the factory is very active busy now in production. 3-shift production is performed partially.

Locally manufactured parts are increasing in connection with development of automobile localization program in Malaysia. It is proposed that it will be important for them to establish such work place that would make the volition by which they want to work continuously here. But the recognition as a model company of 1st Generation seems to be regrettably scarce, and outputs of TQM implementation having been carried out until now are not kept in good order for reviewing.

As an opinion of CEO, it was said that the company actually carried it out about 60 % among the matters that should be done by the model company in TQM. It was indicated that the company should be aware of bearing the role that would serve as the model of TQM introduction enforcement and spread TQM to a circumference enterprise.

2) 2nd Generation Model companies

2a) Shamby Food Industry SDN. BHD.

It was in Kelantan town located from the airport of KOTA BAHRU by the vehicle for about 40 minutes. Since it is the small enterprise of local individual segment, it would be more suitable to say that the space of the reverse side of a shop is a factory. Although it could not be called as factory, Mr. Omar, staff of NPC, had said that they had to use as means but to this extent as a scale of local individual segment

Mr.Hj Boniy Amin Yusof MIPN of CEO, is the people of Malay, talkative and the amiable man. The business started by only 3 persons in 1987, and business trade expanded monotonously till present. A family and the relative marginal person occupy the important post, and they can call a typical individual enterprise.

Outline of the enterprise:

ITEMS	CONTENTS
Foundation	1987
CEO	Mr. Hj Boniy Amin Yusof MIPM
Location	Kelantan, 4 other factories are available nearby.
Capital	150,000 RM (4,500,000 yen)
Property	500,000 RM (15,000,000 yen)
The number of employees	28 persons (a managerial position/4 persons, an indirect staff/2 persons, direct workers/22 persons)
Trademark	"Lazzah" Good taste in Arabic
Products	16 kinds, such as chilly sauce, tomato ketchup, soy sauce and a spice
The amount of production	Monthly 120,000 bottles (it converts into a 340 cc bottle)
Raw material	Domestic supply, and an additive imported, such as Canada, Japan and Korea, and ketchup materials from Portugal
Business competitor	Chilly sauce/70 companies, tomato ketchup/35 companies, soy sauce/16 companies, a spice/12 companies
Market	East Coast of Malaysia, in part shipped to Kuala Lumpur.
Export	Thailand
The present production load	60%
Technical sauce	Malaysia Agricultural Research Institute. There are 7 companies of enterprises.
New-product development	Cooperation with Malaysia National Institute
Quality relation	By the target in June 2001, it will be under an examination of ISO-9000. HACCP was suspended for a while as inspection charge is too high and new building needs to be built
Quality assurance	A sample is inspected every 3 months in an external experiment laboratory. Certificate of quality was receipt Have received instruction of TQM from NPC as Model Company of 2nd Generation since September 1998.
QCC	QCC were formed in June 1999 (two groups, 12 persons). Enforcement of 5S and FIFO

Although followed to the construction plan of a new office building at present, permission is getting down formally, and although this capital was performed by investment of Ministry of Health, it was said that the original capital was supplied by donation of JICA. According to the object of a country called "Training of small & medium size enterprises", instruction of a country level is applied there as a local typical enterprise. Support being called Model company of TQM introduction enforcement is applied to this company, and name and reality has accumulated the

actual result as a local excellent small enterprise. Moreover, running at head by strong volition that CEO must attain competitive power by then anyhow toward AFTA to be launched in 2003 was felt.

In the meeting, First in First out (FIFO), TQM instruction by NPC, Guarantee of quality, Production process, Sanitary management were discussed.

2b) Indkom Engineering SDN. BHD.

The instruction of TQM by NPC is received as Model Company of 2nd Generation since September 1998. This project is performed as a national plan of Malaysia for 5 years. Although it had been free assistance till August 1999, it became by their own burden from September 1999 and the company came to pay expense of an instructor's sending cost. Since the company is in Shah Alam, its expense burden is also few and it is in the better conditions than other Model Companies when compared with.

Nevertheless, progress of the company is slow and is not raising the effect of enforcement except a few parts of items. There is likely dangerous feeling that a role of a model enterprise may not be recognized. TQM was not to be introduced only for the company itself, but I indicated strongly that the role of himself who has to teach TQM to surrounding enterprises in future had to be recognized.

Company outline:

ITEMS	CONTENTS
Company name	Indkom Holdings Sdn. Bhd.
Location	Sekayen, Sha Alam
Founded	October, 1984
Employee	63 persons
Products	Switch gear (Power supply control board)
Production system	Many variety, small quantity and order production
Market	Domestic whole country
Technical sauce	Original development
Parts	Some parts of switches are imported from Germany
Export	Middle East (Oman, Dubai, etc.)
Competitor	3 companies (joint ventures with foreign countries)
Rate of market occupancy	30%, the company is strong in medium and small size switch gear.
Production load at present	65%
Quality relation	Granted ISO-9000 (Certification body is SIRIM) Appointed model company in 2 nd Generation in Sept. 1998 and instruction by NPC are received. RAYA Plastic (model enterprise) has participated on request.
QCC	Formed in March 1999, 5 groups of QCC are available at present.
5S	Formed in September, 1998, and Commendation of a superior place of work
Suggestion system	It will be inaugurated in July 2001.

Handling customer claims built the structure to answer within 1 week after receipt of claims. Although some progresses were recognized in Standardization, the levels of its eight departments (General affairs, Accounting, Sale, Purchase, Design and technology, Manufacture, QA, and Arrangements/shipment/warehouse) are rather low, but they are participating in the Standardization

on a scale of the whole company.

Standardization of necessary minimum is implemented in each department anyhow.

Although the efficiencies of works of each department are improved by this standardization, which they admitted, there is no development beyond their level regrettably. It cannot but be said that they are very late as they had studied only 4 volumes of Handbooks, Manager, Standardization, Daily management and Production management, when progresses during 2 years are taken into consideration as a model company of 2nd Generation.

With this, even when they introduce TQM for 5 years, the actual result as a model company will be very few, therefore I advised them that they should form a retrieval plan urgently to reorganize good system in order to overcome inferior situation. I asked them to refer that model companies in ASEAN-Japan TQM Project in 1st Phase had studied Handbooks in 3 years.

Since the plan was not suited unless they studied more than 2/3 (12 of 19 volumes) till now though 2 years or more has passed since start in September 1998, it was strongly advised that they should recognize seriousness of a situation and form a retrieval plan by cooperation of NPC.

4-3-2 Short Term TQM Expert Dispatch to Thailand

Reporter: EIZO ASAKA, TQM Expert, Professional Engineer (registered)

Schedule of Diagnosis

Sat.	24 March 2001	Arriving Bangkok from Hanoi by VN-831
Sun.	25 March 2001	Preparation of materials
Mon.	26 March 2001	(A) Discussion at TISI (Thai Industrial Standards Institute)
Tue.	27 March 2001	(B) Seminar at TISI
Wed.	28 March 2001	(C) TQM instruction to 1st Model Company (C1) Federal Electric Corporation Ltd.
Thu.	29 March 2001	(C2) Siam Cast Iron works
Fri.	30 March 2001	(D) Diagnosis to 2nd Phase Company (D1) Thai Plastic and Chemicals (D2) Rubia Industries Ltd.
Sat.	31 March 2001	Leaving Bangkok for Japan by NH-916
Sun.	1 April 2001	Arriving Narita at 6:15 on 1 April 2001

(A) Discussion at TISI (Thai Industrial Standards Institute)

(1) Talk with Mr. Pongsak (Director of Branch 4, Standards Bureau, TISI)

Dissemination of TQM in Thailand was discussed referring to a plan document prepared beforehand by Mr. Pongsak on which Mr. Pongsak had been asking comments to me.

1. Total plan over 2 years should be made rather than the prepared one-year plan.
2. The plan should be described in document more precisely so that there may be no misapprehension.
3. All contents of TISI's program should be given firmly in written form.
4. When instructing TQM in a company, all implementing items should be clearly decided within the same day by the people of the company.
5. The Counterparts should be well aware of their important mission and what to do to disseminate TQM.
6. Each Counterpart is expected to be a trainer as one of local experts. In about one week after finishing an instruction with Japanese expert to the model company, he should carry out an instruction by himself in the same way to another company. It may provide him an opportunity to study TQM more intensively through the actual experience of instruction at site. This is also helpful for TISI to accelerate TQM dissemination.
7. The company who received the instruction by the Counterpart and/or Japanese expert

- should submit through the Counterpart a progress report every month to TISI leader (Mr. Pongsak).
8. TISI should monitor the progress of the total plan as well as the effectiveness of the instruction process by the Counterpart.
 9. TISI should always give comments on the monthly report for encouraging the Counterparts and companies.
 10. Company Diagnosis should be carried out using standardized formats, which compose very important data or evidence for analyzing results and process of the diagnosis objectively. (A draft example of such format was written in handwriting and passed to Mr. Pongsak for his reference.)

The discussion was also advanced on the activity report of Thailand presented in the expert meeting held in Bangkok on March 12.

(2) Talk with Mr. Surasak (Deputy Secretary-General, TISI)

1. I advised that it is better to make a whole 2-year plan now. He said that the plan during 2 years could not be made, since he did not understand the whole aspect of the plan now. He agreed, however, with seeing transition of the plan and making the whole 2-year plan in earlier opportunity.
2. He understands this my visit as a work of short-term expert in the ASEAN-Japan TQM Project (Phase 2). He expressed his opinion that, even while the long-term expert is staying in Thailand, the visit of short-term expert is still necessary for monitoring the progress of TQM instruction.
3. He asked me when Japan would send the short-term expert next time. I answered that, although I could not give a ready answer now, an overall plan for all ASEAN countries' requests will be investigated in due course. I asked him to show us in advance his request on when he needs the visit of short-term expert. He said that he would clarify till May. He expects the reply from Japan by September, since the new fiscal year starts from October in Thailand.
4. Subsequently, I asked him the number of enterprises aiming at TQM introduction in Thailand. He answered immediately that there are 700,000 small and medium sized companies. Since instruction to 700,000 is very impossible, first target may become instruction to 7,000 companies, 1% of total, but still it may be difficult. Then as my opinion, I expressed that at least 700 companies (0.1%) should introduce TQM.

He said that as many enterprises must be strengthened by this TQM as possible for a short period of time and the plan has anyway a very important positioning in the government of Thailand. He expressed expectation to a strong assistance from Japanese experts.

5. Then, I asked whether TISI would continue to take charge of this Project succeedingly in the future. He said that there is no intention to move the task to any other organization because it is a very important project for the government. He also expressed to make efforts to get necessary budget for the new fiscal year from next October.
6. As for the instruction plan of this year, Mr. Surasak manifested his opinion that he wants to end 21 Handbooks in less than 20 months in the 12 model companies.

As long as I heard Mr. Surasak's replies to my questions this time, as a person in charge of TQM Project implementation, his will is very clear and I requested that succeeding strong leadership and support should be given to the Project. Finally, I expressed my opinion that I had feeling easy very much to hear his strong opinion manifestation.

Further practical talk with Mr. Pongsak was set after this. I told Mr. Pongsak that Mr. Surasak's opinion seems to be an important representation of the government and now it is a good opportunity to develop the plan intensively.

(B) Seminar at TISI

(1) Talk with Mr. Somruay (Secretary General, TISI)

Before seminar holding, Mr. Surasak took me to Mr. Somruay and we exchanged opinions about domestic deployment of TQM as well as the purpose and meaning of my visiting Thailand this time.

I could confirm that his opinion was almost same as the view that Mr. Surasak presented in the discussion yesterday. That is, TISI will continue to take charge of this TQM Project, and Mr. Somruay will stand on the head and support by all means to establish organization and to promote the domestic deployment of TQM under the responsibility of the government of Thailand. At the same time he requested a strong support of Japan succeedingly, with an expectation to the short-term expert to assist and monitor their progress though long-term expert is staying here for long period of time.

(2) Seminar holding

Audience: about 200 persons including representatives of 12 model companies, the Counterparts and concerned persons of TISI

Venue: A Hall in TISI.

Time: 8.30 to 12.10

Program:

Declaration of the seminarMr. Surasak

Greeting Mr. Somruay

Lecture Mr. E. Asaka

Contents of the Lecture:

- 1) Basic Concept of TQM
- 2) Introduction of TQM
- 3) TQM Implementation in Thailand
- 4) ISO and TQM

Typical questions and answers:

- On the effect by introduction of TQM
- On the theory available in TQM
- On the implementation method of TQM

(3) Discussion with Long-term Expert

TISI's will on TQM and expectation to the long-term expert

Method of company diagnosis using check sheets and report formats

Method of instruction using handbooks within a limited period

(C) TQM instruction to 1st Model Company

(C1) Federal Electric Corporation Ltd.

Participants: Managers of the Federal Electric Corp. Ltd.

Representatives from the 2nd model companies

TISI staff and Counterparts

Program:

- Explanation about the progress of the ASEAN-Japan TQM Project since 1995
- Method of TQM Implementation including Diagnosis and Handbooks
- Lecture and Instruction according to the Handbooks,
 - No. 20 "Design and Technology Management"
 - No.21 "After-Sale Service"
- Supplementary explanations
 - Process of introductory implementation of TQM
 - Follow up method using "Formats"
 - Importance of clarifying implementing items

Since it was my first visit to Federal Electric, I expected that they should first understand the method of study of Handbooks and the implementing method of TQM, and I explained rather in detail on these matters.

In the instruction process I strived to make them think themselves and pose opinions positively. In parallel with studying the Handbook they became to issue questions or opinions bit by bit on how they should generate their own implementing items related to every item of the Handbook. They sometimes puzzled over this instruction style different from what they had received before from other experts. But gradually they came to understand the way of issuing ideas or suggestions. Although the startup part was slow, I accelerated the lecture from the middle part and the instruction on "Design and Technology Management" was finished by around 14.00.

Subsequently my instruction was advanced to "After-Sale Service". Since this volume was not so complicated, I tried to participate the new model company people to issue opinions and suggestions on implementing items. Eventually new participants willingly and positively joined in the discussion. It ended at around 16.30.

On the way returning to hotel I had an opportunity of discussing with Mr. Pongsak on the instruction style of TQM. He appreciated the process experienced today in Federal Electric quoting the same opinions of other participants. He told me that he would try to discuss with the long-term expert on this matter.

(C2) Siam Cast Iron Works Co. Ltd.

Participants: Managers of the Siam Cast Iron Works
Representatives from the 2nd model companies
TISI staff and Counterparts

Program:

Explanation about the progress of the ASEAN-Japan TQM Project since 1995

Method of TQM Implementation including Diagnosis and Handbooks

Lecture and Instruction according to the Handbooks,

No. 20 "Design and Technology Management"

No.21 "After-Sale Service"

Supplementary explanations

Process of introductory implementation of TQM

Follow up method using "Formats"

Importance of clarifying implementing items

Further new trial was applied on the instruction this time using large papers where participants write by themselves their implementing items following every chapter of the Handbook. Not only the people of the SCI (1st model company) but also representatives of the 2nd model companies eagerly participated to the discussion on listing the implementing items although the new people did not always understand the process of the TQM instruction. Of course, for SCI, it was not a mere exercise work but an important process of deciding actual implementing items.

As a result, 5 or 7 implementing items for each Chapter were written on the large papers. As for the participants' opinions Mr. Pongsak wrote on the same papers following each items. Since an examination result became quite obvious by this method, and development of the discussion could be grasped, this way of instruction was again seemed convenient and efficient.

Excessive time was used on explanation of "Design and Technology Management", and it ended at around 15:00. Then the lecture on "After Sales Service" started. Since there was no enough time, I taught only the important point, and it ended around 17.00. The implementing items and opinions were closely written on 20 sheets of large-sized white paper through the instruction from this morning. Using these visible results managers of the SCI would be able to investigate the priority of every item and establish an implementation plan under consensus of managers relating each other.

Apart from that, after these five years of TQM implementation the management level of this company shows much progress and business speed is now getting higher until they can complete the balance sheet on the day of the beginning of the following month. Therefore they can grasp all important management problems exactly and timely, and can take a necessary action quickly. Mr. Somchai (CEO of SCI) recognizes well the effect of introducing TQM and he says he is telling this fact to people in every opportunity, although it is hard to have them understand truly at first.

During a discussion with Mr. Somchai (CEO of SCI) on the instruction curriculum for the 2nd model companies, he expressed a strong opinion saying that it should begin from "CEO" and should follow the order of "Managers" and then "Employees", judging from his experience, although it has already started from "Safety Management". On the other hand another persons are pointing that the new method shown here is better to be applied for giving instructions to the 2nd model companies. It was in agreement that this kind of problem must be solved as soon as possible before the instruction program advances further.

(D) Diagnosis to 2nd Phase Company

(D1) Thai Plastic and Chemicals

Enterprise outlines;

Founded	1965
Products	PVC resin (powder)
Employees	700
Market	In domestic, about 100% share
Materials	Import from Japan
Export	All ASEAN countries, having a joint venture in Vietnam
ISO-9000	Granted by BV in 1997
TQM relations	Participated in many courses, 5S implementation

Selected as a model company of this second Phase, this company is going to introduce TQM very enthusiastically. Although time was available only in the morning, I taught about "After Sale Service" of Handbook 21 as planned. I explained the Handbook, using together the material of the seminar in TISI carried out Tuesday. This time, I focused on how to implement the contents written in the Handbook and how they should be applied to actual business. During the explanation of the contents of each chapter of the Handbook, I suggested discussion on items applicable to their actual business and when they found some important items extracted, the result of argument was rapidly written on the large white paper one by one. Mr. Pongsak took charge of the duty to write. Although they did not ride easily at the beginning, positive opinions came out gradually, as discussions were developing.

In this company five staffs are assigned to the customer service department and they may rush to the customer immediately when some problem happens. They don't seem having any system for preventing problems by beforehand service. According to them they are working only by their experience or their own knowledge and they are worrying about continuity when changing position. At first they were conservative to keep their existing work style. Such attitude is not so exceptional in every organization. This may derive from the fact that this company is in a special situation as a supplier of raw material with limited customer and that they have little emphasis on after-sale service. I endeavored to persuade them so that they would understand about real situation of the problem. As they became to understand that their sales work was linking directly to the customers' satisfaction, arguments came to gear. Now they are reaching to some level to be able to discuss about such a concrete theme positively.

Only one person who had got wide knowledge and experience didn't change her conservative view but Mr. Supachai (General Manager) adjusted and the discussion was advanced and finally 8 large paper sheets were closely filled up. I advised that the actual

implementing items might be decided according to their priority and needs. I explained how to use the Formats to perform these work effectively and recommended to report to TISI by sending a copy of the Formats for reference. It ended by 12:00.

(D2) Rubia Industries Ltd.

Enterprise outlines;

Founded	1970
Products	Makeup soaps, Cosmetics(as OEM), Chewing gum, Candy
Employees	500
Materials	Imported from Japan, Philippines and others
ISO-9000	Granted by BV in 1998
TQM relations	Participated in many courses, 5S implementation

1) Factory survey

It is a typical medium sized enterprise of 500 employees in Thailand. They guided me to the factory manufacturing cosmetics and shampoos. For seriously controlled sanitary care, visitors were requested to put shoes cover and head cover. Although the powder of raw material was flying about in the factory, it was regarded, as it would be unavoidable as a factory of this kind.

First pointed out was the way to grasp the situation of production. They have a scheduled plan of production quantity of shift but have no system to measure actual result and nobody knows achievement rate or progress of the production. Even when the scheduled plan is not achieved the cause is not investigated and no effective action is taken to improve the situation. Since it means that the management system has no function, I advised that they should establish a system to catch and follow exactly the situation. At the site of blending process of chewing gum factory I asked whether they have any work standard or instruction for the composition of materials in that process. Although the manager in charge showed a work standard, the written contents were apparently made coarsely, and it did not seem to be used correctly for the work. On the other hand at the extensive production line of soap, the production situation in every hour was informed and recorded and they were well conscious of achieving the scheduled target.

2) Examination meeting

We returned to a large conference room for meeting after the factory survey. About 60 people had already gathered.

I started lecture from the methodology of implementing TQM, explaining items described in the Handbook and how to determine and follow the implementing items showing the Formats designed for this exact purpose. Then I mentioned comments on matters found during factory survey as follows:

-1) You should make a daily production plan and target and make an arrangement to carry out the plan. When you cannot attain the target, you should endeavor to investigate why it is difficult and to find out true causes. Eliminating the true causes you can prevent recurrence of the same problem. To make a daily production plan effectively, you should prepare beforehand basic data relating organization of each post of the factory, production capability of machines, situation of raw material preparation, and skill level of workers. Establishment of system to prepare these basic data is essential to make every day's good plan.

-2) You should surely make work instructions or work standards documented useful to educate or instruct workers whenever necessary. To make effective instructions or standards you should first observe carefully the contents of workers' operation throughout their actual works.

-3) This company can be categorized in a facility industry and machine maintenance standards are absolutely important. So you should establish good maintenance standards and implement surely the maintenance works.

We discussed collectively on matters above. Also there was a question relating implementation of TQM from what items they should start and what order of studying the Handbook was to be recommendable. I advised to give top priority of the order on "CEO, then "Manager" and "Employees", as a matter concerning human motivation which is considered a basic characteristic of TQM. Since the volume of 21 Handbooks is too much, it is impossible to master all in a limited time and it is not always necessary to study all. They should study and implement each item surely one by one according to priority of the specific characteristic situation of the company. This visit finished at around 17.00.

It can be said that they came to understand as a whole about introductory implementation of TQM through above discussions.

4-3-3 Short-term TQM Expert Dispatch to Brunei

Experts: Prof. Dr. Yoshio Kondo, Professor Emeritus, Kyoto University

Mr. Yuzuru Otabe, Senior Researcher, Technical Assistance Div., JSA

Secretary: Ms. Takako Suzuki, Technical Assistance Div., JSA

Itinerary;

Sat.	February 24, 2001	Prof. Dr. Kondo and Ms. Suzuki Osaka/Kansai – Singapore, JL721 Singapore – Bandar Seri Begawan, BI430
Sun	February 25, 2001	Meeting with local secretariats at CPRU, MOD Mr. Otabe Tokyo/Narita – Singapore, SQ997 Singapore – Bandar Seri Begawan, BI430
Mon.	February 26, 2001	(A) Seminar on Total Quality Management (TQM) for Government Officers (B) Model Company Visit - Interline (B) Sdn Bhd
Tue.	February 27, 2001	(C) Discussion with National Committee Members Visit SMEs
Wed.	February 28, 2001	(D) Seminar on Total Quality Management (TQM) for SMEs (E) Visit to 2nd Generation Model Company - Suriajaya Furnishing Sdn Bhd
Thu.	March 1, 2001	Prof. Dr. Kondo, Mr. Otabe and Ms. Suzuki Bandar Seri Begawan – Singapore, BI950 Prof. Dr. Kondo Singapore – Osaka/Kansai, JL722 Mr. Otabe Singapore – Tokyo/Narita, SQ998 Ms. Suzuki Singapore – Tokyo/Narita, JL710
Fri.	March 2, 2001	Arrival at Narita Airport

(A) Seminar on Total Quality Management (TQM) for Government Officers

1) Outline of the seminar:

Seminar Title	Total Quality Management (TQM)	
Date / Time	February 26, 2001 / 09:00-11:45	
Venue	Building of Construction Planning & Research Unit (CPRU), Ministry of Development (MOD)	
Organizer	CPRU, MOD	
Subject of Presentation	Prof. Dr. Yoshio Kondo 1. Basic Concept of TQM - Essence of Quality - What is Control 2. Human Motivation	Mr. Yuzuru Otabe 1. Implementation of TQM 2. Quality and Standardization
Participants	Top and middle government officers, 103 in total	

2) Program of the seminar

Time	Activity
08:00-08:45	Registration
09:00	Introduction Remarks
09:05	Prof. Dr. Yoshio Kondo Paper 1: Basic Concept of TQM - Essence of Quality - What is Control Paper 2: Human Motivation
11:00-11:15	Q & A Session
11:15-11:30	<i>Tea Break</i>
11:30-11:50	Mr. Yuzuru Otabe Paper 3: Implementation of TQM Paper 4: Quality and Standardization
11:50-12:10	Q & A Session
12:10	<i>End of Seminar</i>

(B) Model Company Visit - Interline (B) Sdn Bhd

1) Model Company Visit Program – 26th February 2001 from 13.30 to 18.00

Japanese Visitors	Prof. Dr. Yoshio Kondo Mr. Yuzuru Otabe Ms. Takako Suzuki
Counterpart (CPRU)	Mr. Salleh Haji Kahan (Special Duty Officer)
Attendants	Mr. Michael Khoo (Managing Director) And 6 managers
Time	Activity
13:30-13:45	Self introduction (both sides)
13:45-15:15	Factory observation
15:15-15:45	<i>Light Refreshment</i>
15:45-16:45	Presentation on status-quo of the TQM activities in the Company General discussion based upon the presentation Suggestion for further improvement
16:45-18:00	Hearing about difficulties relating to TQM propagation in Brunei
18:00	<i>Ready transport to Hotel</i>

2) TQM activities of the company

Since late 1995, when the company was selected as a Model Company for TQM implementation representing Brunei by Ministry of Development, Construction Planning and Research Unit (MOD-CPRU) under the technical cooperation program of the Japan-ASEAN TQM Project (Phase I), the company has been continuing their efforts for implementing TQM together with a Japanese short-term expert using 21 volumes of TQM handbooks as the “Bible”. Phase I of the Project had been successfully completed at the end of March 2000, the company

has accumulated knowledge and experience of TQM effectiveness and obtained a lot of results for improvement by eliminating their problems through TQM activities. Their effort has been still continuing also in the Phase II.

The company has the Long and Mid-term policies, they are;

Long-term policy (2000 to 2005):

- Meeting customers' demand and satisfaction, and competitors' challenges by fully exercising QCDSM (Quality, Cost, Delivery, Safety and Morale)

Mid-term policy (2000 to 2003):

- Able to sustain a minimum sales growth rate of 5%
- Company-wide employees must exercise self-improvement, customer oriented and multi-skill development

(3) Discussion with company representatives

Active discussion was done and many questions were raised to the Japanese experts. Experts advised some points such as importance of process capability, policy management and TQM techniques available for further improvement. They were willing to accept these advise.

Company side told that comparing with five year-ago, their minds have been changed obviously and they have opened their eyes and everyone's competence of job became more than double after introducing TQM. Then, they are well satisfied with team working by multi-task and getting good results.

(C) Discussion with National Committee Members

Date/ time	February 27 th , 2001 9:00AM-11:00AM
Venue	Meeting room, (MOD-CPRU)
Japanese Attendants	Prof. Dr. Yoshio Kondo Mr. Yuzuru Otabe Ms. Takako Suzuki
National Committee (*):Chairman	Mr. Mohd. Jamil Ali (*) (Acting Deputy Surveyor General, CPRU) Mr. Salleh Haji Kahan (Special Duties Officer, CPRU) Mr. Than Tun (Consultant, People- Warren Management) Mr. G.H.W. Silva (Manager, Accredited Testing Laboratory, Swee Sendirian Berhad) Mr. Michael Khoo (Managing Director, Interline (B) Sdn Bhd) Mr. Mukhtiar Bin Abd. Hameed Khan (Quality Control Engineer, PKS SDN BHD) Mr. Haji Mohammed Said Ya'akub (Suriajaya Furnishing Sdn Bhd)

In a frank discussion, some problems and obstacles with which the Brunei National Committee is faced were raised. Although the National Committee (NC) was established in 1995 in line with commencement of the Japan-ASEAN TQM Project, their policies and directions toward TQM dissemination have been still ambiguous. Members of NC are willing to promote and disseminate TQM all over the country but they do not have clear idea how to do yet.

Japanese experts suggested them to consider who the customer is and what the customers' satisfaction is. And experts also emphasized that even though Interline, as the 1st model company, would make a great contribution to TQM dissemination in Brunei, their power would be limited for leading this wide national project since it is a mere private company. Establishing a national plan for disseminating TQM with commitment of both of CPRU and NC should be indispensable.

(D)Seminar on Total Quality Management (TQM) for SMEs

1) The outline of the seminar:

Seminar Title	Seminar on Total Quality Management (TQM) for SMEs	
Date / Time	February 28, 2001 / 08:30-12:00	
Venue	Building of Ministry of Industry and Primary Resources (MIPR)	
Organizers	Resource and Standards Centre, MIPR and ASEAN-Japan TQM Project	
Participants	1. Brunei Malay Chamber of Commerce and Industry	19 persons
	2. Brunei Darussalam National Chamber of Commerce and Industry	
	3. Brunei Darussalam International Chamber of Commerce	
	4. Chinese Chamber of Commerce	
	5. Federation of Malay Entrepreneurs	
	6. Young Entrepreneurs Association of Brunei	18
7. Persatuan Peniagaanita Brunei		
8. Selected Cooperatives (BADAN-BADAN KOPERASI)	16	
9. Graduate of Existing Entrepreneurs Training Programme, Resource and Standards Centre	20	
10. Departments and Divisions with MIPR-From Division 2 upwards	14	
	Total	87
Objective	1. To provide SMEs with well understanding for the importance of policy management and human motivation for the successful implementation of TQM 2. To share practical experience and expertise of TQM implementation	
Theme	Prof. Dr. Yoshio Kondo 1. Essence of Quality and What is Control 2. Human Motivation Policy Management-Discussion on Employer's Role	

2) Seminar Program

Time	Activity
08:00-08:30	Registration
08:30-09:00	Recitation of Surah Al-Fatihah Welcome Remarks YM Awg Haji Ahmad bin Haji Rani Director, Resource & Standards Centre Ministry of Industry and Primary Resources Doa Selamat Photo Session
09:00-09:30	<i>Networking Tea Break</i>
09:30-10:00	Paper 1: Essence of Quality and What is TQM Prof. Dr. Yoshio Kondo
10:00-10:15	Q & A Session
10:15-10:45	Paper 2: Human Motivation Prof. Dr. Yoshio Kondo
10:45-11:00	Questions and Answers
11:00-11:30	Paper 3: Policy Management-Discussion on employer's role Prof. Dr. Yoshio Kondo
11:30-12:00	Questions and Answers
12:00	<i>End of Seminar</i>

(E) Visit to 2nd Generation Model Company - Suriajaya Furnishing Sdn Bhd1) Visit Program – 28th February 2001 from 14:00 – 18:00

Japanese Visitors	Prof. Dr. Yoshio Kondo Mr. Yuzuru Otabe Ms. Takako Suzuki
Local Visitor	Mr. Michael Khoo (M.D. of Interline (B) Sdn Bhd)
Attendants	E.D., M.D., and 7 Managers/Engineers
Agenda	Welcoming Address by the Executive Director Ms. YM Pg. Hjh Radin Zaiton Bte Pg. Hj Metussin Briefing of company profile by the General Manager Mr. Haji Mohammed Said Ya'akub Briefing of the Design Department by Ms. Aliasger Bootwala Questions & Answer Factory Tour

2) Status of TQM activities

The company obtained the ISO 9001 certification for the Design and Workshop Section in 1996. In 1999 the company was designated as one of the Model Companies in 2nd generation for introducing and implementing TQM by the Ministry of Development in Brunei and since then, the company has accepted TQM instruction by Mr. Michael Khoo, Interline Sdn. Bhd.

periodically.

3) Discussion with representatives of the company

Quality or design problems with which the company is now faced and questions for countermeasure were raised. Japanese experts suggested that analysis based on real (raw) data should be required to solve problems effectively. Company should collect data then analyze the root cause using the fish-borne chart (cause and effect diagram) or the Pareto Diagram etc. for recognizing present situation first. Then appropriate TQM tools such as QC7, NQC7, QFD etc. will be used for approach to problem solving. Standardization and establishment of SOP (standard operation procedure) are also required. Anyway considering "customer satisfaction" should be the first.

4-4 UNIDO Expert Meeting, Bangkok, Thailand

The expert meeting was held on 12-13 March 2001 at The Siam City Hotel, Bangkok, Thailand in cooperation with Thai Industrial Standards Institute, TISI.

4-4-1 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.

4-4-2 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.

From Brunei one self financing observer additionally participated. Singapore did not participate. The meeting was attended by Deputy Secretary General of TISI, UNIDO representatives, METI* officials, and JSA staffs. [Appendix 1](#): List of participants)

*New name of MITI, Ministry of Economy, Trade and Industry as of 6 January 2001

4-4-3 Country Report

Each country was requested to prepare before starting of the meeting a country report entitled "Country Report on TQM Dissemination Activities". All reports was prepared and distributed before starting of the meeting.

The report included:

Table-3

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 2000-March 2001) 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 2001-March 2002) 4-5 The plan of the next year authorized by the national committee 4-6 How to involve long term, short term TQM expert in the plan.

cf. [Appendix 2](#): Country reports of 10 countries.

4-4-4 Meeting program

Day-1: Monday, March 12, 2001

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

Table-7

Time table				Language
0815-0845	30 min	Opening ceremony	Host country UNIDO MITI (JSA)	English
0845-0930	45 min	Brunei	Presentation, Q & A	
0930-1015	45 min	Indonesia	Presentation, Q & A	
1015-1030	15 min	Coffee break		
1030-1115	45 min	Malaysia	Presentation, Q & A	
1115-1200	45 min	Philippines	Presentation, Q & A	
1200-1300	60 min	Lunch		
1300-1345	45 min	(Singapore)	(absent)	
1345-1430	45 min	Thailand	Presentation, Q & A	
1430-1515	45 min	Vietnam	Presentation, Q & A	
1515-1530	15 min	Coffee break		
1530-1615	45 min	Cambodia	Presentation, Q & A	
1615-1700	45 min	Laos	Presentation, Q & A	
1700-1745	45 min	Myanmar	Presentation, Q & A	
1830-2000	90 min	Reception		

Succeeding the opening program, each country representative presented his country report and discussion was actively done mainly concentrated on the main theme "TQM dissemination activity in each country". The presentation and Q & A time was controlled and adjusted by the chairman and the meeting was successfully finished as scheduled.

Day-2: Tuesday, March 13, 2000

Table-8

Time table			Language
915-1015 (1015-1050 coffee break)	60 min	UNIDO presentation "A Pathway to Excellence"	English
1050-1230	100 min	Free discussion on "How to disseminate TQM concept"	
1230-1340		Lunch and move to SCI company	
1340-1500		Company visit	

In the 1st session UNIDO representative presented a speech introducing a draft pre-print book prepared by UNIDO titled "A Pathway to Excellence". Referring to the book he looked back five years past of this ASEAN-Japan TQM Project. Finally he requested all the participants to check the contents for correcting and to send each comment by e-mail to JSA until middle of April then JSA would make the comments in bundle and transfer to UNIDO.

In the next session Mr. Yawara Tomiyama conducted discussion on the theme "How to Disseminate TQM?". Among problems pointed out by the experts main issues are focused into such points as follows:

- (1) Hand Book system is most important and useful for local experts to disseminate TQM into the 2nd generation companies, although the sequence order of the 21 Hand Books for advancing the instruction was much argued.
- (2) The scheme of implementing the project during the Phase 2 compared with the Phase 1 was discussed and clarified.
- (3) Training trainee in Japan in the AOTS course and JICA course is very useful but it was expected that trained trainee should behavior as a trainer after return to his country and consideration should be preferred to make a training curriculum.

The afternoon session was scheduled as a model company visit. The participants of the meeting were kindly welcomed in Siam Cast Iron Works Co. Ltd. After a greeting address of Mr. Pongsak (TISI), Mr. Somchai, the CEO of the company presented the outline of the company and the history of implementing TQM there in detail which was appreciated by the participants both of advanced countries and of newly participated ASEAN member countries.

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

Appendixes

Final Report
UNIDO Project No. US/RAS/00/015
UNIDO Contract No. 2000/124

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

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

List of Participants, Expert Meeting

12-13 March 2001

The Siam City Hotel, Bangkok, Thailand

Appendix-1

	Country	Name and Title	Address
A1	Brunei	Mr. Michael Khoo Managing Director Interline (B) SDN BHD.	Lot 56-59, Beribi Industrial Complex Gadong BE 1118 Brunei Darussalam Tel: +673-2-448-721 Fax: +673-2-448-725 info@interline-asia.com
	Self financing observer	Mr. Salleh Haji Kahan Special Duties Officer Construction Planning & Research Unit Ministry of Development	Bandar Seri, Begawan BB3510 Brunei Darussalam Tel: 673-2-383-222 Fax: +673-2-381-541 modcpru@brunet.bn
A2	Indonesia	Mr. Sunyoto Hartoyo Head Sub Direktorat for Conducting and Training on Standardization and Quality Assurance Directrat for Education and Training on Standardization and Quality Assurance National Standardization Agency	Manggala Wanabakti Building Block 4, 4th Floor, JLN. Jend, Gatot Subroto Senayan, Jakarta, 10270 indonesia Tel: +62-21-574-7043 Ext. 109 Fax: +62-21-574-7045 diklaat@bsn.or.id./bsn_tc@usa.net
A3	Malaysia	Mr. Mohamad Jasni Abdul Aziz Manager Accreditation & Joint-Venture Management National Productivity Corporation(NPC) Malaysia	Lorong Produktiviti, Off Jalan Sultan 46200 Petaling Jaya, Selangor, Malaysia Tel: +60-3-79561120 Fax: +60-3-79547910 mjaa@npc.org.my
A4	Philippine	Ms. Carmencita B. Magno Chief, Special Project Bureau of Product Standards CarmencitaMagno@dtl.dtl.gov.ph	Trade and Industry Building 361 Sen. Gil J. Puyat Avenue, Makati City 1200 Metro Manila, Philippines Tel: +632-890-4901 to 05 Local 526 Fax.: +632-890-5227
A5	Singapore	Unable to attend due to prior commitments.	
A6	Thailand	Mr. Pongsak Pianpanit Director of Branch 4 Standards Bureau 1 Thai Industrial Standards Institute Pangsak@tisi.go.th	Rama VI Street Bangkok 10400, Thailand Tel: +662-202-3371 Fax: +662-247-8742
A7	Vietnam	Ms. Nguyen Huong Lan Training Coordinator Promotion and Cooperation Section Vietnam Productivity Canter	Hoang Quoc Viet Rd., Cau Giay, Hanoi, Vietnam Tel:+84-4-756-1501 Fax:+84-4-756-1502 vpc@fpt.vn
A8	Cambodia	Mr. Tith Lamine Standards officer Industrial Standards Bureau Department of Industrial Techniques Ministry of Industry, Mines and Energy	# 45 Norodom Blvd Phnom Penh, Cambodia Tel: +855-11-880 494 Fax: +855-23-216 536 Industry@ camnet.Com.kh.
A9	Laos	Ms. Nisith Chanthalom Standards and Quality Division Department of Intellectual Property Standardization and Methology(STEA)	P. O. Bax 2279, Vientiane., Loa PDR Tel: +856-21-213470 Fax: +856-21-213472 ism-dept@steno.gov.la

A10 Myanmar	Ms. Wai Min Than, Deputy Director Metallurgical Research Section Myanma Scientific and Technological Research Department Ministry of Science and Technology	No. 6 Kabaaye Pagoda Road Yankin P.O., Yangon, Myanmar Tel: +95-1-663894 Fax: +95-1-665292
UNIDO, Vienna	Mr. Bernardo Calzadilla-Sarmiento Industrial Development Officer Quality, Standardization and Metrology United Nations Industrial Development(UNIDO)	V.I.C., P.O. Box 300 A-100, Vienna, Austria Phone : +43-1-26026-5501 Fax: +43-1-26026-6840 E-mail: bcalzadilla-sarmiento@unido.org
UNIDO, Bangkok	Mr. Claudio Scaratti, Field representative Mr. Nguyen Khac Tiep, Technical Adviser Regional Office UNIDO Bangkok office.thailand@unido.org	P.O. Box 88, Bangkok 10400 Thailand 2 nd Fl, PPTEP Bldg. 555, Vibhavadi Rangsit, Chatuchak, Bangkok 10900 Thailand Tel: 66-2-537-5950 Fax: +66-2-537-5955
TISI	Mr. Surasak Asvadorndeja Deputy Secretary General, TISI Ministry of Industry surasak@tisi.go.th	Rama VI Street, Bangkok 10400, Thailand e-mail: Intrelat@tisi.go.th Phone: +66-2-202-3453 Fax: +66-2-246-4327
METI	Mr. Katsuya Okano, Deputy Director, International Standards Policy Team Industrial Science and Technology Policy and Environment Bureau Ministry of Economy, Trade and Industry okano-katsuya@meti.go.jp	1-2-1 Kasumigaseki, Chiyoda-ku Tokyo, 100-8921 Japan Tel: +81-3-3501-9471 Fax: +81-3-3580-8637
	Mr. Kyota Yamamoto, Technical Official International Standards Policy Team Industrial Science and Technology Policy and Environment Bureau Ministry of Economy, Trade and Industry yamamoto-kyota@meti.go.jp	1-2-1 Kasumigaseki, Chiyoda-ku Tokyo, 100-8921 Japan Tel: +81-3-3501-9471 Fax: +81-3-3580-8637
JSA	Mr. Yawara Tomiyama Division Manager Technical Assistance Division Training and Technical Services Dept. Japanese Standards Association(JSA), tomiyama@jsa.or.jp	Akasaka Kikyo Bldg. 5F, 3-11-15, Akasaka, Minato-ku, Tokyo 107-0052 Japan Phone: +81-3-3583-8074 Fax: +81-3-3582-2390
	Mr. Yuzuru Otabe, Senior Researcher Technical Assistance Division Training and Technical Services Dept. Japanese Standards Association otabe@jsa.or.jp	Akasaka Kikyo Bldg. 5F, 3-11-15, Akasaka, Minato-ku, Tokyo 107-0052 Japan Phone: +81-3-3583-8074 Fax: +81-3-3582-2390

Country Report of the Expert Meeting

12-13 March 2001
The Siam City Hotel
Bangkok, Thailand

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

*Report not available.

Singapore was unable to attend the meeting.

Expert Meeting 12th & 13th March 2001 Bangkok, Thailand

Country Report on TQM Dissemination Activities

**Michael Khoo
National Committee
Brunei Darussalam**

Expert Meeting 12th & 13th March 2001 Bangkok, Thailand

1. Overview of TQM Dissemination Activities.

In general, TQM dissemination activities in Brunei Darussalam have been fairly active during the JFY2000. The National Committee acknowledge with thanks to the Japanese experts on the full implementation of TQM Handbooks (21 books) to the first Model Company. The National Committee also recognizes the efforts contributed by the first Model Company in transferring their knowledge and dissemination of TQM activities to the second Model Company, a process that will need about 3 years to complete.

Meanwhile, efforts in disseminating TQM knowledge were also executed. This was done through organizing and promoting TQM to Small and Medium Enterprise (SME). A total of 3 sessions on "Introduction of TQM" were organized with experts from Japan on 2 occasions and the other by local expert organized by Construction, Planning and Research Unit (CPRU). Although much efforts and encouragement were done, but a general lack of participation and commitment by top management of these SMEs have resulted in their failure to adopt TQM. On the contrary to this statement, there is also a lack of local full-time expert trainers to support the SMEs needs. Another major concern commented by most of these companies CEOs is their egos to see immediate result gain and monetary benefits for their organization instead of focus on long-term sustainability of their business.

It is the intention of the National Committee to disseminate various TQM dissemination activities to both Governmental and Non Governmental Organization (NGO) so as to widen the sectors of participants and knowledge sharing objective. Members of the National Committee are currently in discussion on the formation of a Quality Association. The objective of this association is to provide and share with members on quality related issues, including productivity, innovation and creativity ideas. Apart from these objectives, the association intends to conduct TQM dissemination and other quality related activities to members.

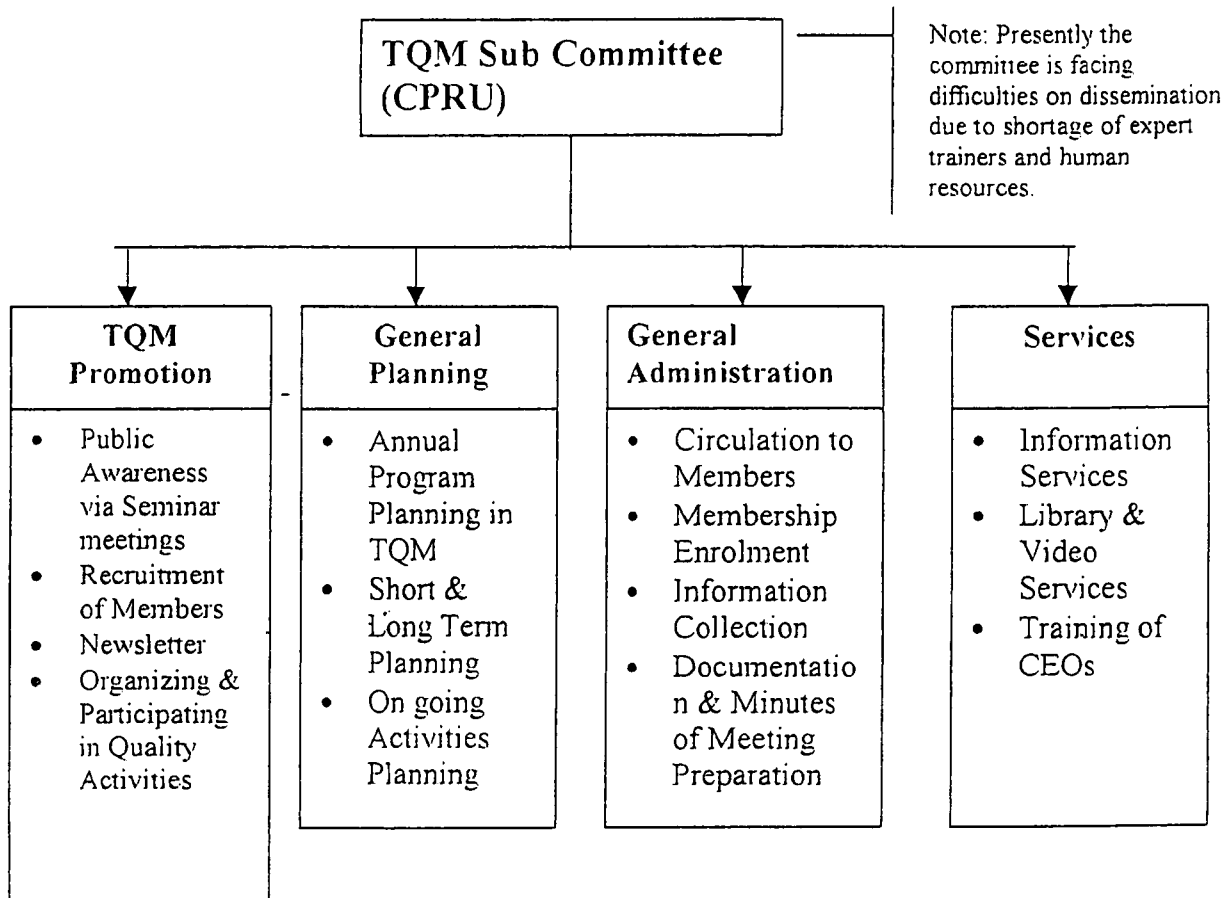
In the most recent TQM activities, two seminars were held on 26th February and 28th February 2001. The seminar on 26th February was organized by Ministry of Development, CPRU and presented by Japanese experts, Dr Kondo and Mr. Otabe. This seminar was specifically organized for senior Government officers. A total of 105 officers from various different Ministries attended the seminar. The seminar on 28th February was organized jointly by Ministry of Development, CPRU, and Ministry of Industry and Primary Resources, Resource Centre for the local Small and Medium Enterprise (SME). A total of 85 top managements participated the seminar.

An evaluation conducted on these two seminars review that a fairly large number of participants would like to embark TQM implementation activities within their work place. This indicates the need for further efforts by both National Committee and Japanese experts to actively support the 2nd Phase of ASEAN- Japan TQM project.

Expert Meeting 12th & 13th March 2001 Bangkok, Thailand

2. TQM Dissemination Organization

Existing Organization Chart:



Expert Meeting 12th & 13th March 2001 Bangkok, Thailand

3. List of Activities

	Activities	Date of Period
1)	Instruction to 2 nd TQM Model Company (15 Handbooks)	Feb 1999 to present
2)	Introduction on TQM awareness for SMEs by Japanese Expert (Mr. Asaka)	December 02 1999
3)	Presentation by 1 st model company during World Standard Day	October 14 2000
4)	Sharing of experience with new ASEAN members (Cambodia) by Model Company	November 16 2000
5)	TQM seminar for Government Senior Officials by Japanese Expert (Dr. Kondo & Mr. Otabe) TQM seminar for SMEs by Japanese Expert (Dr. Kondo)	February 26 th and 28 th 2001
6)	Various TQM National Committee meetings (6 meetings)	July 24 th 2000 & February 27 2001

3.1 Description of Each Activities

1)

TQM instructions for the 2nd Model Company were successfully implemented. A total of 15 handbooks have so far been introduced. In the fiscal year 2000 itself, the company received instructions from the 1st Model Company for 7 handbooks. The managers and CEO participated in all 7 instruction and are currently implementing various activities in their daily work operation. For the fiscal year 2001, the balance 6 handbooks will be introduced.

2)

During the final 1st phase visit to the 1st Model Company by Japanese expert the National Committee has requested the Japanese expert (Mr. Asaka) to conduct a half-day seminar on "Introduction on TQM awareness for SMEs. The intention of this seminar was to study and provide a soft launching program for the fiscal year 2000. A total of about 35 participants from various SMEs were invited to this seminar by National Committee. Observation during the seminar confirms that the need to conduct future seminars of this nature was necessary.

3)

Brunei Darussalam celebrated World Standard Day on the 14th October 2000. During this occasion, certificate presentation was awarded to various ISO 9000 accredited companies. The National Committee utilizes this opportunity to encourage recipients to pursue higher quality achievements by introducing TQM and it's benefits. A short presentation was presented by the 1st Model Company on sharing their experiences and achievements.

Expert Meeting 12th & 13th March 2001 Bangkok, Thailand

4)

On November 16th 2000, the local Model Company was granted permission to present and share their experiences on TQM implementation with Cambodia at the invitation of ASEAN-Japan TQM program. The Japanese experts have informed the National Committee on the outcome of the presentation and have noted the benefits received by the local participants in Cambodia.

5)

2nd phase TQM project – Seminar by Japanese Experts.
The first visit by Japanese experts on this 2nd phase of ASEAN-Japan TQM program was indeed significant. Two seminars were held on 26th February 2001 and 28th February 2001 respectively.

The first seminar was conducted jointly by Japanese experts, Dr. Kondo and Mr. Orabe. A total of 105 senior government officers from various Ministries participated during the seminar. The topics presented during the seminars were: What is Quality, Human motivation and Policy Management. Expression to pursue further by various governmental departments was also noted.

The second seminar on 28th February was organized jointly by Ministry of Development (CPRU) and Ministry of Industry and Primary Resources (Resource Centre) for SMEs. The seminar was conducted by Dr. Kondo to about 85 participants from various different sectors of SMEs. The effect of this seminar has lead to request by Resource Centres to introduce TQM activities for various SMEs. – this request is also in line with National Committee's intention of TQM dissemination program for fiscal year 2001.

6)

A total of 6 meetings were held during the fiscal year 2000 by National Committee. The discussion of these meetings ranges from issues on progress status of model companies to widening the dissemination of TQM activities. One of the major issues currently being considered is to set-up a Quality Association for both Government agencies as well as SMEs participation. Subject to various approvals by the relevant Ministries, the association and its formation will have a major role on dissemination of both TQM and other quality issues for a wider group of participants.

Expert Meeting 12th & 13th March 2001 Bangkok, Thailand

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

The Short term dispatch of Japanese Experts on February 26th – 28th by Professor Dr. Kondo, Mr. Y. Otabe and Ms. T. Suzuki was very supportive towards National Committee TQM activities. Significant participation and interest have been noted during the seminars held. Participants received some in depth understandings on TQM topics like what are Quality, Human Motivation, and Policy Management.

At the same time, valuable discussion and comments for both 1st generation and 2nd generation model companies was also noted. The national committee was able to gather good and valuable comments on TQM dissemination activities.

The short term dispatch of TQM experts if being conducted on a more regular basis instead of just once a year basis would definite promote better local participation and understanding of the activities itself.

3.3 Summary and Evaluation of the Activities of JFY 2000

The Activities for JFY 2000 could be summarized as follows:

- Although many efforts have been done for JFY 2000, the participant rate on implementation is still far from expectation.
- Shortage of local qualified TQM trainers on the implementation is posing a problem on TQM dissemination.
- The need to provide a "Train the Trainer" type of program on TQM implementation is inevitable.
- Although there is an increase in Private Sectors awareness on TQM but some companies still maintain a non-positive attitude towards such implementation (a rather short-sighted attitude)
- Strong continuous support by Japanese Experts and National Committee on motivational program could attribute to better successful results.

Expert Meeting 12th & 13th March 2001 Bangkok, Thailand

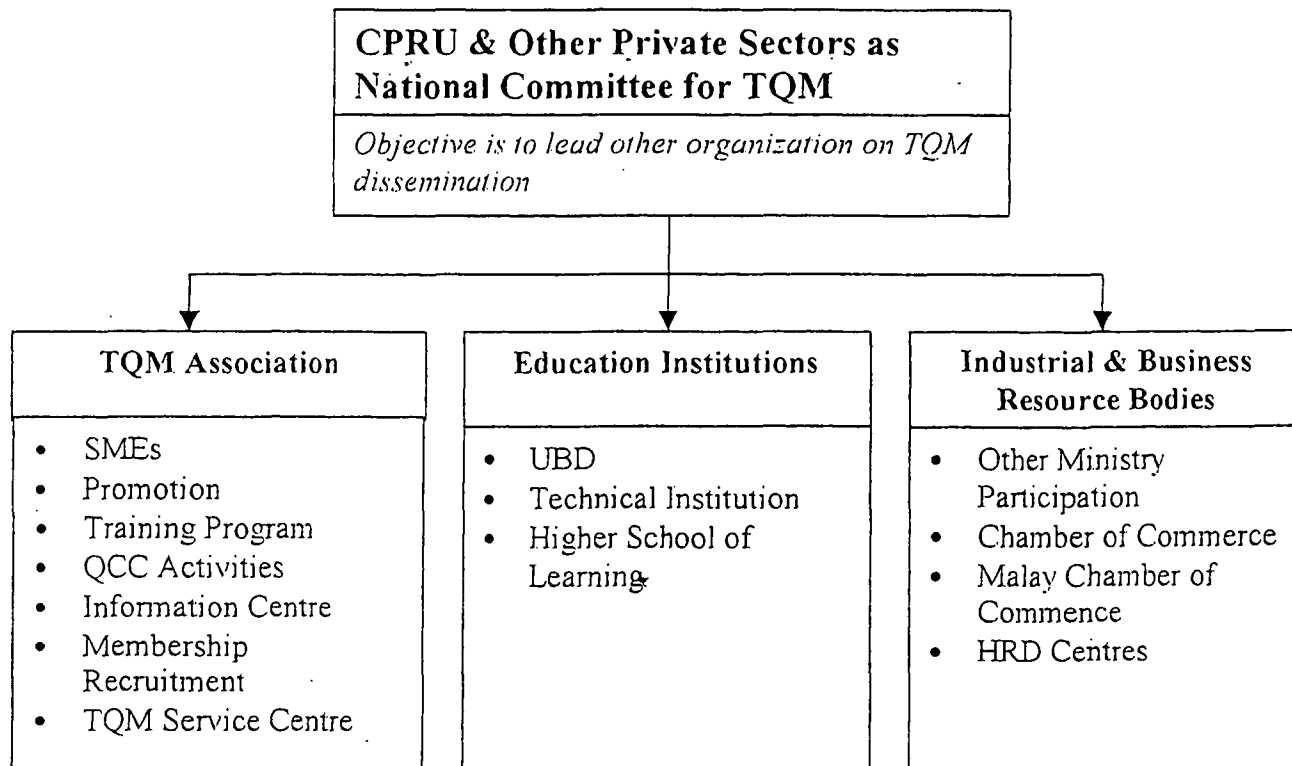
4. Description on Dissemination Plan for JFY 2001

4.1 Dissemination Plan for JFY 2001 authorized by national Committee

With reference to the JFY2000 evaluation, much effort is needed to improve the output for JFY 2001. Various steps of improvements have been considered for implementation in the JFY 2001.

- Co-operation with various NGOs, Chamber of Commerce, Associations, Educational departments and Industrial and Resource Units on dissemination of TQM activities, like seminars and training program.
- National Committee to invite new membership from the various participate sectors.
- Proposed to re-organizing National Committee's structure to as follow:

New Propose Organizational Chart:



Expert Meeting 12th & 13th March 2001 Bangkok, Thailand

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

The participation of TQM experts for both long term and short-term plan, in the case of Brunei Darussalam could be as follow:

TQM experts to provide guidance to:

- National Committee Members needs on their long-term plan activities. Another words, National Committee member will discuss and forward a long-term plan and its related activities for TQM experts' comments and guidance to achieve such target and value.
- The dispatch of TQM experts on a regular basis (2-4 visits per year) should be jointly planned with National Committee. A list of pre-planned targets and value must be established jointly.
- Target and value of both long term and short term plan established by National Committee members and supported by TQM experts must be monitored and discussed during each TQM expert's visit. The TQM expert to provide guidance for improvement in such area.
- Locally there is a shortage of local full time experts to provide and monitor the progress of the various activities intended. In such instants, TQM experts should try to identify some methodology to lead and support the success of such activities. Suggest that a program on "Train the Trainer" be established.
- Some form of motivational program on a National level and Regional levels to be established so as to attract more participants on adopting TQM activities. Currently no awards or recognition have been discussed but only encouragement drive, which have resulted to poor participation rate. TQM experts could be the motivators to participants on such areas if recognition or awards are made known to participant. Currently, there is no special attraction to draw the crowd.

Expert Meeting March 2001 Bangkok, Thailand

Country Report on TQM Dissemination Activities

of 2.10
2001

Sunyoto Hartoyo
National Standardization Agency
Indonesia

Country Report on TQM Dissemination Activities

Indonesia

1. Overview of TQM Dissemination Activities

Following the ACCSQ-MITI meeting in 1995, the ASEAN-Japan Total Quality Management (TQM) Project was launched as a part of Japan Standard and Quality Cooperation Program with an objective to develop ASEAN countries' national infrastructure. Since the project commenced in April 1995 some activities on promotion of Total Quality Management (TQM) was actively introduced. Such activities included awareness seminar for CEOs, workshop or technical training for middle manager and instructions to the model companies to implement 19 TQM Hand Book which have developed and established by some Japan experts. In Indonesia two model companies have successfully implemented TQM and gained valuable benefits such as their ability to survive in the economic crisis situation. However, by us so far it is still limited, most of activities just conducted in Jakarta and its vicinity.

After five-years implementation of the project, according to the evaluation of MITI and UNIDO it was found that the Project gives fairly advanced outcomes in building awareness of TQM principles in ASEAN member countries and further disseminating the TQM concept to other enterprises in country level. Based on the evaluation result and wishes of all parties it was agreed to continue the project until the end of March 2005. It is really very helpful and gives us an opportunity for further spreading out of TQM implementation to other industry particularly to those small and medium industries that located outside of Java. One of the most important reasons for initiating Total Quality Management (TQM) in many Indonesian industries or organizations is to become globally competitive in business. We believe that by implementing TQM we could improve the quality of our products.

2. TQM Dissemination Organization

To ensure smooth implementation of the ASEAN-Japan TQM Project, we have established a represented team for the National TQM Committee. Members of the Committee came from the following organizations:

- a) National Standardization Agency (Badan Standardisasi Nasional-BSN)
- b) Center for Standardization, Ministry of Industry and Trade
- c) Directorate General of Small Industry and Small Business, Ministry of Industry and Trade
- d) Ministry of Man Power
- e) Indonesian Chamber for Commerce and Industry

- f) Representatives of Universities, TQM Practitioners, Professionals, Associations

The Directorate for Education and Training of the BSN is conducting the Secretariat of the Committee.

The main task of the National TQM Committee is to seek support from decision makers and to formulate an implementation work-plan on TQM, while technical activities were done by TQM Expert Group which is consist of experienced staffs of BSN and some practitioners either from model companies and from other institutions.

3. TQM Dissemination Activities of FY 2000

3.1 List of Activities

No.	Activities	Date of Period
1)	National TQM Committee Meeting	May 29, 2000
2)	Awareness Seminar on TQM for SME's Executives	November 7, 2000
3)	TQM Technical Training for Middle Manager	November 8 – 9, 2000
4)	Company Visit to the would-be Model Company in Bandung	November 10, 2000
5)	National TQM Committee Meeting	December 14, 2000

3.2 Description of Each Activities

During the fiscal year of 2000, the National TQM Committee had convened twice meeting, attended by 6 and 8 members respectively. Main topics they discussed were follow-up actions to be taken concerning the second phase of the project, particularly formulating five years program of TQM implementation. As a part of efforts to promote awareness of TQM in Indonesia a Seminar on TQM for SME's Executives and a technical training for Middle Manager and TQM/quality practitioners were organized by BSN during the National Convention on Standard and Conformance, which was held on November 7-9, 2000. 34 participants attended the seminar while 31 participants attended the technical training, which actively participated in discussion. Some practitioners from BSN, model companies and other institution have been involved in the technical training by giving instructions.

Besides that we also sent some staffs of BSN and of our stakeholders to participate in the International Standardization Training in Japan, particularly on TQM. Concerning to the latest

publication of Hand Book 20 and 21 we have disseminated just limited to the two model companies PT. Bakri Tosanjaya and PT. Terang Kita.

By the model companies themselves, particularly PT. Bakri Tosanjaya, they still implementing TQM consistently and making improvement in any circumstances. PT. Bakri Tosanjaya even has conducted some internal training on TQM Hand Book and organized an internal convention on QCC involving 7 groups of QCC.

Detail agenda of the seminar and technical training are shown below.

Agenda for Awareness Seminar on TQM for SME's Executives

No.	Time	Topics	Instructor
Tuesday, November 07, 2000			
1)	08.00 – 09.00	Registration	Secretariat
2)	09.00 – 09.30	Opening Ceremony	Director General of BSN
3)	09.30 – 10.00	Coffee Break	
4)	10.00 – 12.00	General Information of the 21 TQM Hand Book	Mr. Eizo Asaka
5)	12.00 – 13.00	Lunch	
6)	13.00 – 15.00	TQM Hand Book 2: Manager	Mr. Eizo Asaka
7)	15.00 – 15.15	Coffee Break	
8)	15.15 – 16.00	Discussion on success story of TQM Implementation	Mr. Eizo Asaka
9)	16.00 – 16.15	Closing Ceremony	

Agenda for Technical Training on TQM for Middle Manager

No.	Time	Topics	Instructor
Wednesday, November 08, 2000			
1)	08.00 – 09.00	Registration	Secretariat
2)	09.00 – 09.15	Opening Ceremony	Director for Education and Training, BSN
3)	09.15 – 09.30	Coffee Break	
4)	09.30 – 11.00	General Information of the 21 TQM Hand Book	Mr. Eizo Asaka
5)	11.00 – 12.00	TQM Hand Book 6: Daily Management	Riswan T. Tarigan
6)	12.00 – 13.00	Lunch	
7)	13.00 – 14.30	TQM Hand Book 6: Daily Management	Riswan T. Tarigan
8)	14.30 – 14.45	Coffee Break	
9)	14.45 – 16.00	TQM Hand Book 3: Employees	Budi and Paulus

No.	Time	Topics	Instructor
Thursday, November 09, 2000			
1)	08.00 – 10.00	TQM Hand Book 3: Employees	Budi and Paulus
2)	10.00 – 10.15	Coffee Break	
3)	10.15 – 12.00	TQM Hand Book 6: QCC	Bambang Sugianto
4)	12.00 – 13.00	Lunch	
5)	13.00 – 14.30	General Discussion on Daily Management and Activity	JSA, Model Companies, PT National Gobel
6)	14.30 – 15.00	Coffee Break	
7)	15.00 – 15.30	Closing Ceremony	

3.3 Description on Long Term, Short Term TQM Expert dispatch, if dispatched

In the FY 2000 the Government of Japan, through the Japan Standard Association (JSA) dispatched a short-term TQM Expert, Mr. Eizo Asaka, who was commissioned to conduct TQM instruction to the model companies in the first phase. During his one-week visit on November 2000, he provided us valuable assistances by giving instructions in the Seminar on TQM for SME's Executives and some session in technical training. He also visited a company in Bandung to do pre-evaluation whether it is feasible to be a second-generation model company or not.

3.4 Summary and Evaluation of the Activities of FY 2000

In the FY 2000 we were facing some difficult situation. One of the problems was that FY 2000 was started from first April and has to be ended at the end of December 2000, so that we came to a condition with very tight schedule and limited budget. Another problem is concerning the condition of industries themselves, so that we were not able to do so much. However from the activities of FY 2000 we could summarize that all parties either government, professionals and business society agreed that TQM concept has to be promoted nationwide in order to improve our product competitiveness. We also believe that with the continued guidance and assistance by the Japanese experts and the commitment from the CEO of model companies, we will make good progress in the promotion and implementation of TQM.

4. Description on Dissemination Plan for FY 2001

4.1 Dissemination Plan for FY 2001 authorized by National Committee

To further facilitate the development of TQM in Indonesia, the National Committee has identified a number of TQM Programs and activities as follows:

a) **Holding national campaign for promoting TQM implementation**

It is recognized that awareness on standardization and quality is generally low, even for the decision makers of local government. Based on this fact we plan to conduct national campaign by focusing to local resources by holding awareness seminar on TQM in different provinces. The seminar afterward will be followed by some technical training

b) **Training and consultancy for model company**

It is also believed that further disseminating TQM implementation through model companies is the best way, so we plan to continue such a scheme. We will do diagnosis to some local companies to be developed than as second-generation model companies by giving practical training and guidance on implementation of TQM.

c) **Reviewing and translating TQM Handbooks**

Considering that our target are small and medium local industries that mostly have low educated resources, we plan to review and translate the TQM Hand Book in a simple manner and develop training materials in such a way that easy to be understood without misleading of the concept.

d) **Development of Indonesian Quality Award System**

This activity is aimed to facilitate the small and medium industries with any "award" that enabling them to get facilities from any parties concerned to improve their business.

4.2 **How to involve Long Term, Short Term Dispatch TQM Expert in the plan, if dispatched**

Following the result of ACCSQ-Japan Meeting concerning the ASEAN-Japan TQM Project Phase 2, the Indonesian Cabinet Secretariat has endorsed our A-1 Form for a Long Term TQM Expert and sent to the Embassy of Japan in Jakarta. If the Government of Japan agrees to dispatch an expert, we hope that the expert could be involved in some activities as follows:

- a) **Conducting training of trainers**
- b) **Assisting local trainers/experts in promotion of TQM implementation.**
- c) **Assisting local trainers/experts in company diagnose and training and consultancy for model company**
- d) **Assisting in development of Indonesian Quality Award System**
- e) **Establishing remote-education system**
- f) **Assisting in promotion and development of Quality Improvement Foundation**



PERBADANAN PRODUKTIVITI NEGARA

<http://www.npc.org.my>

A3
Malaysia

Expert Meeting March 2001 Bangkok, Thailand

COUNTRY REPORT ON TQM DISSEMINATION ACTIVITIES YEAR 2000

Mohamad Jasni Abdul Aziz
National Productivity Corporation
Malaysia

MJAA/C-REPORT-2000/DC-A1V7.

**PENYELIA SKIM LATIHAN
SKIM PROLUS HRDF : 0029**

**PERUNDING SWASTA
K.KEW/K&B/D/02/494/465-001371**

**CERTIFIED TO MS ISO 9002
REGISTRATION NO. AR 1404**

PERBADANAN PRODUKTIVITI NEGARA (NATIONAL PRODUCTIVITY CORPORATION)

Peti Surat 64, Jalan Sultan, 46904 Petaling Jaya, Selangor, MALAYSIA.

Tel: 03-795 12458, 795 57266, 795 57050, 795 57085 Fax: 03-795 78068, 795 51824

Lorong Produktiviti, Off Jalan Sultan, 46200 Petaling Jaya, Selangor, MALAYSIA.

1.0 Overview of TQM Dissemination Activities

Since the establishment of the Standards and Industrial Research Institute of Malaysia (SIRIM) in 1975, the awareness and the total commitment towards Quality Management in the private sector and the public sector increase tremendously. Standardization, quality, quality system, industrial efficiency and development, and public health and safety was specifically focused in the Productivity and Quality Programmes by SIRIM and National Productivity Corporation (NPC).

In the year 2000, the dissemination of Total Quality Management (TQM) was carried out in line with the present competitive scenario that focused and stressing the activities towards Quality Management For Organisational Excellence. Continuous improvement programmes was than being carried out to the Small and Medium Industries, the International Companies and the public sectors. In 1991, Malaysian government introduced the guideline for the public sector to implement and practicing the Total Quality Management for Organisational Excellence.

The Ministry of International Trade and Industry (MITI) organize the Quality Management Excellence Award (QMEA) to industries which is excellent in quality management practices since 1990. The participation is categorized into:

- i) Small and Medium Industries
- ii) Local Company with annual sales turnover exceeding RM25 million to RM200 million.
- iii) Local Company with annual sales turnover exceeding RM200 million.
- iv) Open Category.

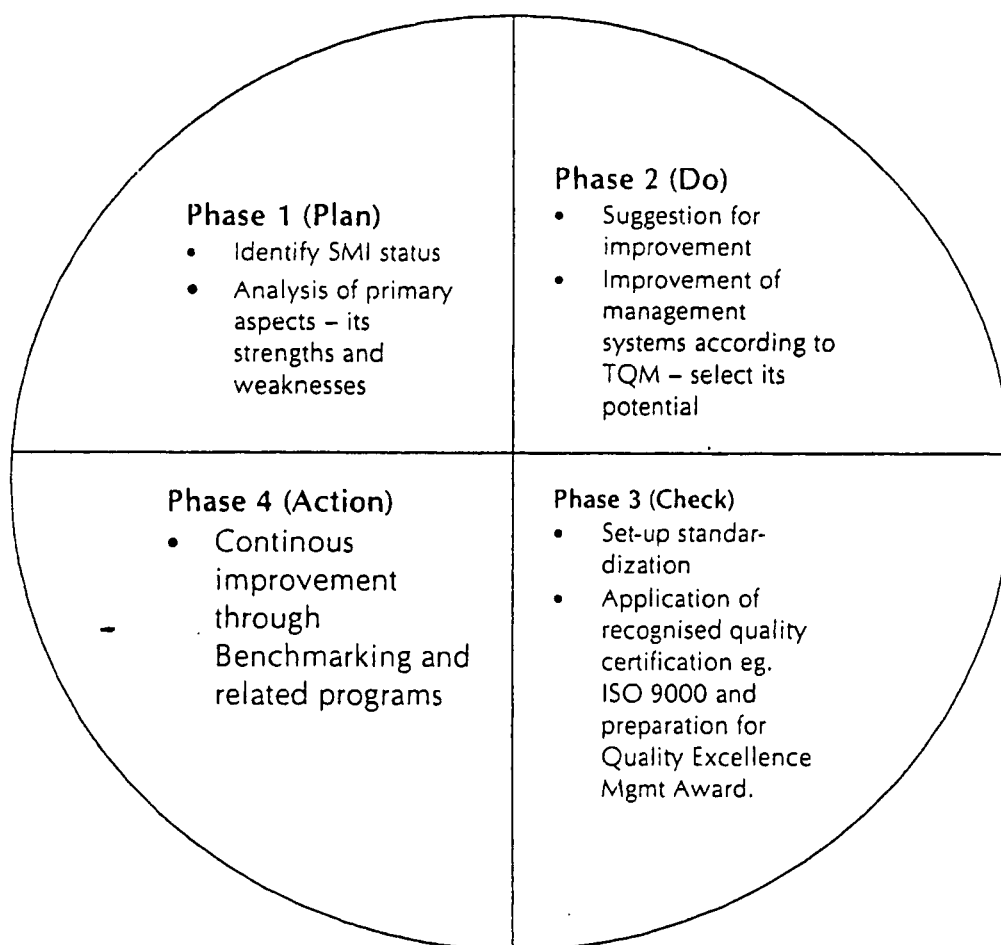
The Prime Minister Department also organize the Prime Minister's Quality Award (PMQA) since 1990. The participation is categorized into the Public Sector and the Private Sector. For the private sector, only winners from the QMEA Awards of category ii, iii and iv will be nominated for the Prime Minister's Quality Award.

National Productivity Corporation (NPC) is the Secretariat for the QMEA and the PMQA Private Sector. The total number of participation for the above two (2) Awards has been increasing from year to year and the results was very encouraging that both sectors are practicing the TQM towards achieving Organisational Excellence. The total average participations that have been short listed as according to the Award Criteria are 20 companies.

Since 1996 till today, the TQM Model Company Project was carried out by NPC under the Japan/ASEAN Standardization and quality management cooperation program. Two (2) Model Companies TQM Project have been successfully implementing and practicing the TQM and there are 11 Model Companies are still implementing TQM at various stages. The TQM implementation introduced to these 11 Companies are guided by the 21 Handbooks used in the Asean-Japan TQM Project which is also in line with the criteria towards achieving Quality Management for Organisation Excellence. The implementation process of TQM were as follows.

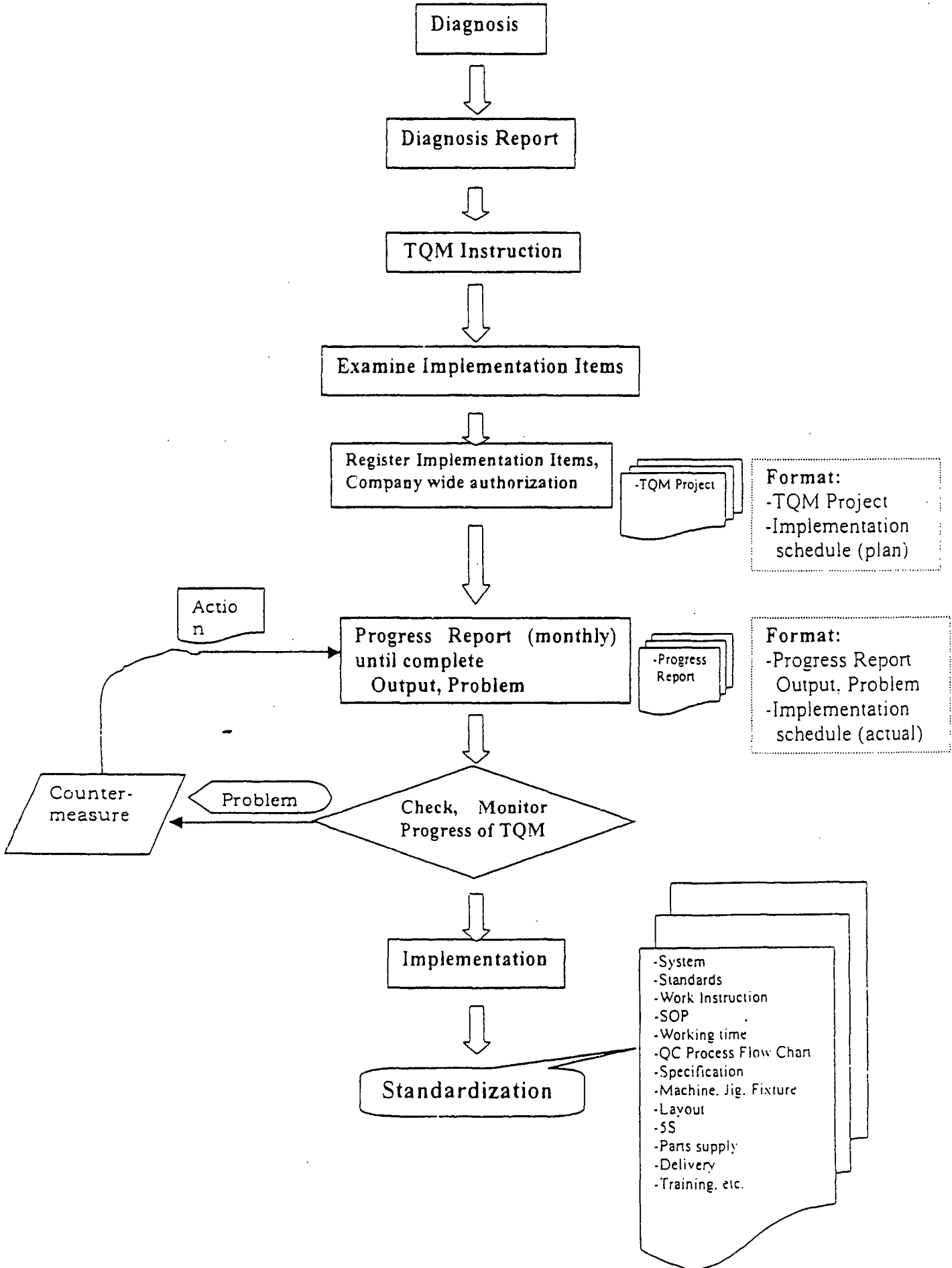
Implementation of the Project

Model of the Implementation is based on the PDCA cycle ie Plan, Do, Check and Action.



Implementation Process of TQM

Japanese Standards Association



2. TQM Dissemination Organisation

The following are the main organizations involved in quality management activities:

Organisation	Responsibility
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Department Of Standards Malaysia</div> <div style="border: 1px solid black; width: 1px; height: 30px; margin: 5px auto;"></div> <div style="display: flex; justify-content: space-around; width: 100%;"> <div style="border: 1px solid black; padding: 5px; width: 40%; text-align: center;">SIRIM Berhad</div> <div style="border: 1px solid black; padding: 5px; width: 40%; text-align: center;">Other Organisations</div> </div> </div>	<p style="text-align: center;">National Accreditation Body for ISO/IEC Guide 62</p>
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">National Productivity Corporation</div> </div>	<p style="text-align: center;">Accredited QMS certification Organisations</p>
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Other Organisation</div> </div>	<p style="text-align: center;">Research in Productivity And Quality Training and Management Systems Development Productivity and Quality Promotion Information System Development</p>
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Other Organisation</div> </div>	<p style="text-align: center;">Quality Management System System Development</p>

3. TQM Dissemination Activities of JFY 2000

- (A) TQM dissemination has been done through the following main **methods**:
- i. Briefing
 - ii. Training – Classroom
 - iii. Consultation through the Management System and Development Programme
 - iv. Newsletter / Journal / Brosures
 - v. Conferences
 - vi. Conventions
 - vii. Others.
- (B) TQM dissemination has been done through various **activities** such as:
- i) Understanding and selection of the core concepts of TQM from the TQM Handbooks and consultations with the local consultants (NPC-SIRIM meeting).
 - ii) Discussion on method of implementations with the local consultants.
 - iii) Learning of TQM dissemination during consultations with JSA Experts.
 - iv) Confirmation of progress immediately after the visits (follow-up).
 - v) Discussion and Comparisons of progress with other Asean countries.
 - vi) 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) TQM dissemination activities to **public** were as follows:
- i) Seminar on TQM
 - ii) Benchmarking On Line Data and Benchmarking Handbooks
 - iii) Industrial Extension Officers Training Course.
 - iv) Regional Quality Programmes (conducted by all NPC & SIRIM's Regional Offices).
 - v) Seminar on Journey for Quality Excellence.
 - vi) QCC Conventions at Regional and National levels (5 Series).
 - vii) Quality Improvement Practices Schemes.
 - viii) TQ Practices for Vendor Programmes.
 - ix) Industry Excellence Award.
 - x) Prime Minister's Quality Award.
 - xi) NPC Productivity Award.
 - xii) ISO 9000 for the Government Sector.
 - xiii) 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 Plastik Industri Sdn. Bhd.	
3.	Local Expert	SIRIM	NPC
		SIRIM's Officers	NPC's Officers
4.	Japanese Expert	1. Mr. Eizo Asaka	
5.	Educational and Training Related Body	SIRIM	NPC
		SIRIM's Officers	NPC's Officers
6.	Interested Party	MITI, SMIDEC, Entrepreneurship Development Ministry	

3.1 TQM Dissemination Activities of JFY 2000

3.1.1 List of Activities

1.	<p>Diagnostic visit to potential Third Generation Model Companies:</p> <p>A series of visits to potential interested companies was carried out in April 2000 to select the Third Generation TQM Model Companies Project.</p>	April, 2000
2.	<p>TQM Instruction Programme to Second 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 7 active Companies.</p>	Feb. – December, 2000

3.	<p>TQM Instruction to UiTM Campus: This is 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 subjects was carried out.</p>	April – December, 2000
4.	<p>The launching of the Third Generation Model Companies: NPC has launched the Third Generation Model Companies on the 19th May 2000. Four (4) Companies was selected to join this TQM Project. The launching was done by the Director General of NPC.</p>	19 May, 2000
5.	<p>A Visit to Second Generation Model Companies: This is a Schedule Meeting agreed between NPC and the 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>	On - going
6.	<p>TQM Seminar for Model Companies by Mr. Eizo Asaka: This is a three (3) day Seminar which was conducted by Mr. Eizo Asaka to participating NPC Consultants and to the Senior Staff of Model Companies. The main objective of this Seminar is sharing information and to discuss the various limitation and constraints of understanding the importance of the TQM Handbooks.</p>	11 – 14 December, 2000
7.	<p>TQM Seminar for SMIs: The one (1) day Seminar was organized by NPC Northern Region Office. This is an awareness TQM Seminar. The objective of this Seminar is to provide TQM input and also to promote TQM practicing to CEOs of Companies.</p>	1 June, 2000
8.	<p>National Committee Meeting: This meeting was held to discuss among others issues specifically on TQM implementation agencies. It was agreed that coordination is important to ensure the success of disseminating TQM in Malaysia.</p>	2 March, 2001

3.2 Description on Long Term, Short Term TQM Expert Dispatch, if dispatched.

In the year 2000, Mr. Eizo Asaka (JICA Consultants) was dispatched for 1 week to provide the required expertise and guidance to the 11 TQM Model Companies (The Second and Third Generation Model Companies) and also to NPC Consultants that involved in the project.

A 3 Days Seminar on TQM Project was successfully being carried out. Sharing of experiences, challenges faced during the implementation stage and the TQM Handbooks was given the top priorities during the Seminar.

3.3 Summary and Evaluation of the Activities of JFY 2000

The criterias used in evaluation the 11 TQM Model Companies were based on the commitment, Progress Reports and Consultancy Visits by NPC Consultants.

1. Second Generation Model Companies – 7 Companies are still implementing TQM at various stages. Average implementation progress is 30% (according to TQM Handbooks).
2. Third Generation Model Companies – 4 Companies have been identified and the average TQM implementation progress is 10% (according to TQM Handbooks).
3. 100 participants have attended a 1 Day Seminar organized by NPC Northern Region.
4. TQM Seminar was successfully organized by NPC with Japanese Expert (JICA).
5. The National Committee TQM meeting was organized and chaired by the Department of Standard Malaysia. The National Committee plans to have 38 Model Companies by the year 2004. The model of implementation is based on the PDCA cycle ie Plan, Do, Check and Action with certain modification to fit in the local scenario. The implementation agencies are NPC and SIRIM.

4.0 Description on Dissemination Plan For JFY 2001

4.1 Dissemination Plan For JFY 2001 authorized by National Committee

5 YEAR PLAN OF ACTION FOR TQM DISSEMINATION IN MALAYSIA 2000 – 2004

The National Committee plans to have 38 Model Companies by the year 2004. The model of implementation is based on the PDCA cycle ie Plan, Do, Check and Action with certain modification to fit in the local scenario. The implementation agencies are NPC and SIRIM. Attached below is the Five Year Plan for TQM dissemination and types of activities.

(Includes 2001)

YEAR	NO. OF MODEL CO. PROJECT	TYPE OF ACTIVITIES	RELEVANT/ RESOURCES AGENCIES	MEASUREMENT
2000	14	1. Training Sessions on the use of 21 Handbooks	NPC	Standardization of some important procedures.
		2. Training in Specialized Areas e.g. QCC, 5S, ISO Systems	SIRIM	
2001	20	3. Consultancy Sessions at the Company premises	DSM	Establishment of QCC Group.
		4. Upgrade Relevant System	MITI	
2002	26	5. Coordination Meetings	SMIDEC	Standardization of all procedures.
		6. Seminars and Workshops		
2003	32	7. Publication and Printed Media	Entrepreneurship Development Ministry	QCC Group Joint NPC Convention.
2004	38	8. Paper Presentation and Sharing of Experience	JSA/MITI Japan	ISO Certification
		9. Award Briefing and participation in Awards e.g. QMEA, Productivity and Product Awards	UNIDO	Productivity Measurement Using COMPASS, PASS Inter Company Performance
		10. Review and Monitoring Exercise	JICA Experts	Quality Management Excellence Award
				Prime Minister's Award

4.2 How to involve Long Term, Short Term Dispatch TQM Expert in the Plan, if Dispatched

4.2.1 Further Improvement In Implementation Of These Projects

NPC strongly needs the assistance of JICA Consultants to provide the required expertise and guidance to enhance the capabilities and effectiveness of the project. The JICA Consultants will be appointed on a 1 year basis due to the following needs.

1. Training the Trainers for the Local Experts / Consultants in managing the Projects. The 5 – Year Plan of Action (2000 – 2004) to be undertaken by NPC will be growing each year, not only in the number of company involved but also the wide areas of industries and sectors.
2. Through the training of trainers, more Local Experts could be trained in less time and would deepen their depth of knowledge in this area with the guidance of an International Expert with invaluable experience and knowledge.
3. Convincing the participating companies on the success of the benefits of implementation on TQM activities in the organization as experience of other International Companies in line with the present and future situation.
4. The needs of experiences and exposure of hands-on management of an expertise in the implementation of TQM activities in line with the present and future situation.
5. It is proposed that Asean Trainer's Workshop designed especially for all relevant organizations involved in this project to be held. It can assist in exchange of experiences and exposure among member countries.

Thus, the placement of JICA Consultant with the coordination of NPC Consultants can serve the intentions mentioned. The involvement of TQM Expert if dispatched could be either for Long Term or Short Term Plan.

A4

The Philippines

Expert Meeting March 2001 Bangkok, Thailand

Country Report on TQM Dissemination Activities

By

Ms. Carmencita Bustamante Magno

Bureau of Product Standards, Dept. of Trade & Industry

The Philippines

1. Overview of TQM Dissemination Activities

Knowing the importance and benefits of total quality management system for the companies especially for small and medium entrepreneurs to be globally competitive and improve its management systems including its human resources, the Philippine National Consultative Committee for Standards and Quality with the Philippine model companies under the ASEAN-Japan TQM organized and implemented a program called "TQM Integration".

The Program aims to replicate the ASEAN-Japan TQM Project to assist small and medium entrepreneurs in setting up total quality management system in their company.

Initially, seminar-workshops were conducted for Chief Executive Officers and Top Management with the support of the Japanese experts and experts from Philippine TQM model companies.

At present, twelve (12) companies were enrolled under the TQM Integration Program. 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; food distribution; brokerage, freight forwarding, trucking and warehousing; single serve sachets, contract packaging and manufacturing services; management of convenience and department stores, bakery; terra cotta mostly novelty and gift items cultured marble, onyx, tiffany and granite.

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

- a) to increase the company's competitiveness in the domestic and international market and to prepare the company to the challenges/opportunities brought about by the impending trade liberalization and opening of the local market to global trade.
- b) They believed that TQM is a useful tool/approach to achieve company's vision and mission and that TQM will be helpful in enabling the company to attain its objectives.
- c) Through TQM they hope to attain improved competitiveness by improving the company's management systems by improving the six (6) areas in the organization, Quality, Cost, Delivery, Safety, Morale and Environment.

Some of the problems encountered -

- a) as far as TQM implementation is concerned the introduction of the change itself. 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.
- b) Although written policy, procedures and instructions were established, it has to be internalized by the employees yet. Continuous education and training is needed to fully understand the system.
- c) Another problem is lack of personnel needed to facilitate, administer and manage the TQM program in the organization.

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-defined organizational structure with well-delineated functions and responsibilities help in the planning and implementation of quality plans and programs and in the implementation of overall business plan.
- c) For a system to be successful, proper documentation, dissemination and monitoring is needed. A regular review and evaluation must be conducted to further improve its effectiveness.

At present there are three (3) batches being instructed, coached, supervised and monitored. The first batch have finished eleven (11) TQM Handbooks. These are TQM Handbooks for Chief Executive Officers, Managers, Common Employees, Policy Management, Cleaning, Cleanliness and Environment, Disposal and Proper Arrangement, Standardization, Daily Management , Quality Control Circle, Problem Solving , Statistical Control Method and Process Control. The second batch finished nine (9) and the third finished four (4) handbooks.

Aside from the monthly instructions for a particular handbook, coaching to companies are also scheduled every month. Here the companies will have a better chance for a one-on-one discussion with the expert of what the company has done after the instruction and how it can be improved. It enables also the expert to discuss with the company the previous assignments and commitments. Monitoring is also done every six months to the company to check and guide them in the implementation. Spot inspection is an unannounced activity to the company.

Aside from this TQM Program, various TQM trainings were conducted all over the country by quality practitioners from government and private organizations, institutions, professional, etc. There are also colleges and universities where TQM is part of their curriculum e.g. Asian Institute of Management. However, this TQM Integration Program has its own uniqueness because of its comprehensive instruction and training coupled with coaching and monitoring to each and every company which enable them to apply and implement the program immediately.

The companies under this program were encouraged to join the Philippine Quality Award, the highest level of national recognition for exemplary organizational performance patterned after the Malcolm Baldrige National Quality Award of USA, which established in 1997 under Executive Order No. 448 issued by the former President Fidel V. Ramos.

2. TQM Dissemination Organization

The TQM Integration Program is being implemented and supervised by the Philippine National Committee for Standards and Quality.

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 | 1) Director Magdalena C. Mendoza – Development Academy of the Philippines
2) Ms. Mercedita G. Babiera – Philippine Society for Quality, Inc.
3) Ms. Carmencita B. Magno – Bureau of Product Standards (BPS)
4) Ms. Nanita F. Fidelino – BPS
5) Ms. Lourdes V. Navia – BPS |
| 3. Education and Training Related | 1) Philippine Trade Training Center
2) Development Academy of the Philippines
3) Philippine Society for Quality, Inc. |
| 4. Interested Party/Government | 1) Philippine Trade Training Center
2) Development Academy of the Philippines
3) Industrial Technology Development Institute |
| 5. Interested Party/Associations | 1) Philippine Exporters Confederation, Inc.
2) Philippine Quality and Productivity Movement
3) Philippine Chamber of Commerce and Industry
4) Association of Overseas Technical Scholarship |
| 6. Interested Party/Companies | At present twelve (12) companies are participating in the TQM Integration Program |

3. TQM Dissemination Activities of FY 2000

3.1 List of Activities

No.	Activities	Date
1	TQM Planning Meeting	06 and 11 January 2000
2	TQM Instruction to Model Company – First Gem	10-14 January 2000
3	TQM Seminar for CEOs and Top Management	12 January 2000
4	TQM Program Finalization	25 January 2000 and 03 February 2000
5	TQM Instruction to Model Company - Tiongson Industries Inc.	7-12 February 2000
6	Meeting and Interview with TQM Practitioners by the Japanese Expert and local counterparts	14-16 February 2000
7	TQM Seminar for BPS Staff by the Japanese Expert and Model Company representative	09 February 2000
8	TQM Training Modules Preparation by local experts for TQM Integration Program	14-15 February 2000
9	TQM Seminar for CEOs and Top Management by Japanese Expert and local expert	15 February 2000

No.	Activities	Date
10	TQM Evaluation Meeting on Instructions Conducted by the Japanese Expert and BPS Chief for Special Projects	16 February 2000
11	Company Diagnosis	21-29 February 2000
12	TQM Seminar-Workshop – Handbook No. 1 (CEOs -Batch 1)	08 March 2000
13	Coaching –on Handbook No. 1 (Batch 1)	22 March 2000
14	TQM Seminar-Workshop – Handbook No. 2 (Managers - Batch 1)	12 April 2000
15	Coaching on Handbook No. 2 (Batch 1)	26 April 2000
16	TQM Seminar-Workshop – Handbook No. 3 (Common Employees – Batch 1)	03 May 2000
17	TQM Seminar-Workshop (In-House- CEOs, Managers, and Common Employees)	17-18 May 2000
18	Coaching on 3 TQM Handbooks (CEOs, Managers, and Common Employees)	23-24 May 2000
19	TQM Module Preparation for June Scheduled Seminars	29 May 2000
20	Review/Evaluation of Trainings	05 June 2000
21	TQM Seminar-Workshop – Orientation -CEOs	07 June 2000
22	TQM Seminar-Workshop on Policy Management	14 June 2000
23	TQM Orientation Seminar on Handbook No. 1 (CEOs)	15 June 2000
24	TQM Seminar-Workshop for CEOs (Batch 2)	21 June 2000
25	Coaching on Policy Management	28 June 2000
26	TQM Coaching (Batch 2)	05 July 2000
27	TQM Seminar-Workshop on TQM Handbook No. 19 Cleaning, Cleanliness and Environment (Batch 1)	12 July 2000
28	TQM Launching - (5S) Sundance	13 July 2000
29	TQM Seminar-Workshop on TQM Handbook No. 2 Managers (Batch 2)	19 July 2000
30	Benchmarking - TQM Integration Participants	20 July 2000
31	TQM Coaching – (Batch 1 – No. 19 Cleaning, Cleanliness and Environment)	25-26 July 2000
32	TQM Launching – (5S) – PKT Trucking	30 July 2000
33	TQM Coaching on TQM Handbook on Managers	02 August 2000
34	TQM Launching – (5S) – Custom Clay, Inc. & Stoneworks Specialist, Inc.	04 August 2000
35	TQM Seminar-Workshop on TQM Handbook No. 18 – Disposal and Proper Arrangement (Batch 1)	09 August 2000
36	TQM Seminar-Workshop on TQM Handbook No. 3 – Common Employees –(Batch 2)	16 August 2000
37	TQM Coaching - Disposal and Proper Arrangements –(Batch 1)	23 August 2000
38	TQM Coaching – Common Employees – (Batch 2)	30 August 2000
39	TQM Seminar-Workshop on Handbook No. 5 – Standardization (Batch 1)	06 September 2000
40	TQM Seminar-Workshop on Handbook No. 4 – Policy Management (Batch 2)	13 September 2000

No.	Activities	Date
41	Company Monitoring - Sundance Direct Sales	18 September 2000
42	TQM Coaching – Handbook No. 5 -Standardization	20 September 2000
43	Company Monitoring – Custom Clay, Inc.	25 September 2000
44	Company Monitoring – PKT Trucking	26 September 2000
45	TQM Coaching – Handbook No. 4 – Policy Management -(Batch 2)	27 September 2000
46	TQM Seminar-Workshop on Handbook No. 19 Cleaning, Cleanliness and Environment (Batch 2)	03 October 2000
47	TQM Seminar-Workshop on Handbook No. 6 – Daily Management (Batch 1)	04 October 2000
48	TQM Seminar for Chief Executive Officers and Top Management with Japanese Experts and Model Company	10 October 2000
49	TQM Forum with TQM Integration Program participants	10-11 October 2000
50	Benchmarking – First Gem Philippine Electric Corp.	11 October 2000
51	TQM Instructions to Philippine Model Companies on the two (2) new handbooks nos. 20 and 21	11-12 October 2000
52	Company Monitoring – R.V. Marzan Brokerage, International Inc.	17 October 2000
53	Company Monitoring – Stoneworks Specialist	30 October 2000
54	TQM Seminar-Workshop on Handbook No. 7 – Quality Control Circle (Batch 1)	08 November 2000
55	TQM Seminar-Workshop on Handbook No. 18 – Disposal and Proper Arrangement (Batch 2)	15 November 2000
56	TQM Coaching on Quality Control Circle (Batch 1)	21 November 2000
57	TQM Seminar-Workshop on Handbook No. 1 (Batch 3)	22 November 2000
58	TQM Coaching on Disposal and Proper Arrangement (Batch 2)	28 November 2000
59	TQM Coaching on CEOs (Batch 3)	29 November and 01 December 2000
60	Problem Solving – Specialized Training (Batch 1)	05-06 December 2000
61	Company Monitoring – Xavier Shoes Industries	11 December 2000
62	TQM Launching (5S) – Siwon International Inc.	12 December 2000
63	TQM Seminar-Workshop on Handbook No. 5 – Standardization (Batch 2)	13 December 2000
64	TQM Seminar-Workshop on Handbook No. 2 – Managers (Batch 3)	14 December 2000

3.2 Description of Each Activities

1) TQM Seminar-Workshop for Chief Executive Officers and Top Management

A 3-hour breakfast meeting introducing the TQM Project, what is it all about, its objectives and benefits, how to apply and the commitment of the Chief Executive Officers and Top Management for its participation and implementation.

2) TQM Seminar-Workshop on Total Quality Management Handbooks

Every month a new TQM Handbook is being introduced starting with the Handbook No. 1- Chief Executive Officers. A whole day seminar-workshop which will end up with a preparation of Gantt Chart of Activities, which served as their assignments

3) TQM Forum

The participants have the chance to interact with the experts and participating companies. This is intended for the TQM Integration Program participants only. This activity is part of the short term expert being provided under the Japanese Technical Cooperation Program.

4) Program and Training Module Preparation

Meetings with the members of the Philippine National Consultative Committee for Standards and Quality to discuss and evaluate Program, Problems and Training Modules.

5) Company Diagnosis, Monitoring and Spot Checking

Before a company is accepted to the Program, a company survey and diagnosis are being done by the local experts to know the extent of the company's quality system practices and the Company's Chief Executive Officers commitment 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 participating in the program is 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 Dispatch, if dispatched.*

Short term experts were dispatched for a half-day TQM Seminar for Chief Executive Officers and Top Management and Forum for the participating companies last October 2000. The Japanese experts served as the resource speakers and consultants during these activities. The experts also visited the Philippine two (2) model companies under Phase I (ASEAN-Japan TQM Project) where they introduced the two (2) new TQM Handbooks.

3.4 *Summary and Evaluation of the Activities for Year 2000*

3.4.1 The TQM Seminar-Workshops for Chief Executive Officers and Top Management conducted brought 12 companies to participate in the TQM Integration Program

3.4.2 The TQM Seminar and TQM Forum for the TQM Integration participants conducted by the Japanese experts under the short term program were appreciated by the companies for these activities provided them with suggestions and recommendations for improvement in their implementation directly from the experts and gained additional knowledge from on exchange of experiences.

3.4.3 The TQM Instructions, Coaching and Monitoring were very much appreciated by the companies.

3.4.4 The monthly schedule of training-workshop, coaching and monitoring are always well attended.

4. Description on Dissemination Plan for Year 2001

4.1 Dissemination Plan for Year 2001 authorized by National Committee

The Plans and Programs for Year 2001-2005 include -

- 1.1 Monthly Instruction to TQM Integration Program participating companies
- 1.2 Conduct of Seminar-Workshop for Chief Executive Officers and Top Management on Total Quality Management (for companies who are not yet participating in the TQM Integration Program)
- 1.3 Conduct of TQM Forum with short term expert at least once a year
- 1.4 Benchmarking to companies implementing TQM
- 1.5 Conduct of Training the Trainers by mid-term expert
- 1.6 Consultancy and Training for additional model companies by long term expert
- 1.7 Development of Training Materials and Publications
- 1.8 Upgrading of Filipino Assessors Capabilities
- 1.9 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.

1. TQM Trainings for CEOs and Top Management

A short term Japanese expert will be assigned to visit five (5) places selected within the country to conduct diagnosis, training and instruction-consultancy to small and medium enterprises.

2. Training of Trainers

The mid-term expert will develop a corps of trainers who will continuously train and enhance the SMEs capability to implement total quality management system 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

3. Consultancy and Training for Additional Model Companies

The long term expert will diagnose the company/ies and will provide consultancy and instruction 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 for the 5 selected areas to have initial 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. Development of Training Materials and Publications

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

5. Upgrading the Capability of the Filipino Assessors

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

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, training seminar, on the job training local and abroad provisions of facilities and equipment required for the project.

It is expected that the Japanese expert will assist in the start-up of the Foundation activities.

Country report from Singapore

(not available because of no attendance to the meeting)

Country Report
on
TQM Dissemination Activities

Mr. Pongsak Pianpanit
Thai Industrial Standards Institute
Thailand

Expert Meeting March 2001 Bangkok, Thailand

Country Report on TQM Dissemination Activities

Mr. Pongsak Pianpanit
Thai Industrial Standards Institute
Thailand

I. 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.

The activities and outcome of 1st phase are:

1995-1996

- Formulating implementation plan
- Seminar for CEO in each member country
- 1 Seminar in Japan
- Diagnosis of 5 factory for the designation of model companies (2 required)
- Preparation of a handbook for factory diagnosis covering 14 items
- Holding a seminar and meeting for local experts

1996 -1997

- Training in Japan comprising representatives from TISI, Thailand Productivity Institute and model companies
- TQM Seminar in Japan, Indonesia and Philippines
- TQM instruction by Japanese experts to 2 designated model companies and other 10 interested companies. Thai counterpart from TISI and Thailand Productivity Institute observed Japanese experts in giving instruction.
- Preparing of 12 TQM handbooks

CEO	Problem solving
Manager	Process Control
Management by Policy	Facility management
Standardization	Measurement control
Daily Management	Disposal and proper arrangement
QC Circle	Cleaning Cleanliness Environment

1997-1998

- Training in Japan (3 trainees)
- TQM Seminar in Malaysia and Japan
- Model company instruction by Japanese experts (5 days)
- Preparing of 7 TQM handbooks

Common Employees	Education and Training
Safety Control	External Supplier-Purchasing
Inspection	Production Control

Statistical Method

- Translation of all 19 handbooks into Thai

1998-1999

- Training in Japan (2 trainees)
- TQM Seminar in Vietnam and Japan
- Model company instruction by Japanese experts (5 days)
- Disseminate all translated handbooks and checksheet to concerned authorities
The instruction on how to use the handbooks was provided by a manager from the model company.

1999-2000

- Training in Japan (2 trainees)
- Model company instruction by Japanese experts (5 days)
- TISI and the Technology Promotion Institute jointly organize three ten-day seminar for TQM (local) experts by using JSA TQM handbooks as seminar materials. 3 training courses (40 participants in each)

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 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)

	The Federation of Thai Industries Representative	(1)
4 Interested party	Thailand Management Association Representative	(1)
5 Interested party	Department of Industrial Promotion Representative	(1)
6 Interested party	Siam Cast Iron Works Co.,Ltd Representative	(1)
7 Model Companies	Federal Electric Corp.,Ltd. Representative	(1)

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 2000

3.1 List of Activities

	Activities	Date of Period
1)	Tele-education courses on TQM for Middle Management	June-August 2000
2)	TQM training course	September-December 2000
3)	Evaluation and selection of model companies	January-February 2001
4)	Seminar "How to put TQM in to practice"	27 March 2001
5)	Model Companies Instruction	28-29 March 2001

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 30 participants using 19 Handbooks which were translated into Thai as training materials on June-August 2000. Lecture by local experts once a week for 10 weeks, include visit 2 model companies.
- 2) TISI in cooperation with The Quality Control Association and model companies held a training course for 15 participants using 19 Handbooks which were translated into Thai as training materials at companies' sites on September-December 2000. Lecture by local experts once a week for 10 weeks and see real case at the site.
- 3) Diagnosis by long-term Japanese expert and local expert by using implementation item on TQM to be check items. Selected 12 model companies from 23 candidates to be 2nd phase model companies.
- 4) Held half day seminar for Industrial Ministry officers, TISI staff, counterparts and 2nd phase model companies' facilitators by short term expert Mr. ASAKA from JSA.
- 5) Instruction for 1st phase model companies (1 day for each company). Aim at handbook 20 Technology Development and design management and 21 After sale Service. 2nd phase model companies are invited to participate.

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 will dispatch on 26-30 March to held seminar and instruct to 1st phase model companies.

3.4 Summary and Evaluation of Activities of JFY 2000

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 training material .

4. Description on Dissemination Plan for JFY 2001
 4.1 Dissemination Plan for JFY 2001 authorized by National Committee

Work Plan / Activities	Objective for each work plan / activities	Schedule of Implementation	Expected Outcome
1. Instruction of model companies 1.1 Diagnosis 1.2 Instruct on site 1.3 Expert meeting (model companies, expert and counterparts)	1. Determination of twelve model companies 1.1 Evaluation and selection of model companies - to select 12 companies from 23 companies 1.2 Implementation planning and follow-up 1.3 Exchange of experience, problems, difficulties and practice	1.1 1 day x 23 companies 1.2 1 day/month x 12 companies 1.3 twice/year	1. Twelve (12) model companies that can demonstrate the achievement on TQM practice.
2. Trainers training 2.1 Instruct on site (1.2) 2.2 Seminar-training for counterparts and facilitators	2. Determination of local experts (twenty four counterparts and twenty four facilitators) 2.1 Enhance of counterparts capabilities 2.2 Build-up of knowledge, principle and concept about TQM	2.1 1 day/month x 12 companies 2.2 1 day/month	2. Forty eight (48) local experts that capable to instruct TQM.

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

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

Advisory Method

1. The Document

Use JSA 21-volume TQM Handbooks translated and printed in Thai language by Thai Industrial Standards Institute (TISI) as main text book..

2. The Company

- (1) Establish the TQM committee who is responsible for policy setting; planning approval; certification, review project progress; diagnosis and provide recommendation
- (2) The promotion office is responsible as secretary to the TQM committee prepare agenda and minutes of meeting; register, follow up report the project progress to the meeting; promote and public TQM activities inside the company; and coordinate advisory work

3. The Adviser

- (1) Coordinate with the promotion office to determine date, place and participants of adviser meeting for review and evaluation of system
- (2) Explain the content of the Handbook, review the existing system, evaluate the difference between the existing system and the system in the Handbook, determine the items., to be as agree in the meeting
- (3) Provide opinion(advise) in the agree implementing plan as in (2)
- (4) Participate in the follow-up , evaluate the result, review and advise for problem solving(if any)

4. Procedure of planning preparation and implementation as agreed

- (1) To prepare existing document system and secure study of handbooks.
- (2) The promotion office registers the items to be implemented, prepare memo and submit to the Chairman to sing and give order to responsible division and keep one set of copy.
- (3) The responsible division prepare implementing plan, submit to the chairman for approval, copy to the Promotion office.
- (4) The promotion office registers activities and prepare the chart for the progressive follow-up.
- (5) The responsible division prepare progressive report, evidence of success, obstacles and problems, and submit to the promotion office to summarize for the TQM meeting (once a month)
- (6) Diagnosis by the Chairman(twice a year)

List of 2nd phase Model Companies

- 1 Songserm Intercool (Thailand) Pub. Co., Ltd. Business : Cooler & Freezer
- 2 Asahi-Thai Alloy Co.,Ltd. Business Water meter
- 3 BITWISE (Thailand) Co.,Ltd. Business : Air-Conditioner
- 4 Soon Hua Lee Textile Ltd.,Part. Business : Fabrics
- 5 Bangkok Interfurn Co.,Ltd. Business : Furniture
- 6 Apparel Avenue Co.,Ltd. Business : Garment
- 7 Bangkok Cable Co.,Ltd. Business : Electrical Wire
- 8 Thai Snack Foods Co.,Ltd. Business : Squid Snack
- 9 Rubia Industries Co.,Ltd. Business : Cosmetics
- 10 M T Alumet Co.,Ltd. Business : Aluminium Equipment & Parts
- 11 Premier Canning Industry Co.,Ltd. Business : Canned Tuna
- 12 Thai Plastic and Chemical Pub.,Co.,Ltd. Business : PVC Resin & Compound

Counterparts

Thai Industrial Standards Institute (TISI)	(9)
Department of Industrial Promotion	(4)
National Science and Technology Development Agency (NATDA)	(4)
National Food Institute	(2)
Thailand Institute of Scientific and Technological Research (TISTR)	(2)
Quality Control Association of Thailand	(1)
Siam Cast Iron works Co.,Ltd.	(1)
Federal Electric Corp.,Ltd.	(1)

Expert Meeting March 2001 Bangkok, Thailand

Country Report on TQM Dissemination Activities

Name of reporter: Ms. Nguyen Huong Lan

Organization: Vietnam Productivity Centre - Stameq

Name of country: Vietnam

1. Overview of TQM Dissemination Activities

Since Vietnam joined TQM-ASEAN Project later than other 6 ASEAN Countries, Vietnam continued phase I until April 2001.

TQM – ASEAN Project phase II is started to deploy since April 2000 by Vietnam Productivity Centre (under Directorate for Standards and Quality of Vietnam). Vietnam accepted 2 short term expert besides Mr. Mitsuharu Shimada to conduct training on model companies of phase I and the last training will finish at the end of this month.. Initial objectives of the project phase II are:

1. To promote and support TQM implementation in companies and enterprises following 21 TQM handbooks.
2. To disseminate the experiences and results of TQM implementation in model companies of the project (phase I) for the other companies in different sectors.
3. To provide the TQM training and follow-up TQM training for improvement of competence and capacity of trainers and consultants, so that they could assist effectively companies in TQM implementation.

In order to archive these objectives, we proposed an action plan as follow:

1. Model companies
 - To continue activities for implementation of full set of TQM handbooks at two model companies under the project phase I by assistance of JSA Experts and Local Experts.
 - To evaluate, summary of results and achievements of the TQM implementation of two model companies for dissemination to the other and to multiply these models in business sectors
2. Reorganization the TQM committee
 - To select members and set up national TQM committee.
 - To appoint TQM contact point.

2. TQM Dissemination Organization

- To draw up the TQM action program.
3. TQM implementation in companies and enterprises
 - To select approximately 60 companies and enterprises (focus on companies applied ISO 9000) registered to apply 21 TQM handbooks.
 - To select approx. 600 companies and enterprises registered to apply some of important contents of TQM (such as QCC, 5S, 7 tools, company standardization, process control, testing and metrology...)
 - To draw up annual schedules for company implementation.
 - To provide lecturers, consultants to instruct TQM implementation according to the companies requests by mobilizing the resources from STAMEQ subsidiaries concerns (VPC, VMI, VSI, SMEDEC, QUATESTs, TC....) and other institutions.
 - To organize round table discussion on experiences of TQM implementation for business sectors where model companies will demonstrate their practice and experiences.
 4. Training – Education
 - To complete the translation of 21 TQM handbooks, and to compile the TQM training and education materials for different participants and different courses.
 - To organize local training courses for TQM lecturers and consultants (training of trainers) by assistance of JSA experts.
 - To organize follow-up training courses for TQM lecturers and consultants.
 - To organize training courses for company participants in implementing TQM handbooks, 7 tools, QCC, 5S, Kaizen...
 5. Seminars and workshops
 - To organize TQMC annual meeting.
 - To organize seminars, workshops, and meetings on TQM on different topics of TQM for companies, regulatory bodies, consultants and training officers.
 6. Survey and exchange of experience
 - To organize study groups to exchange within and learn TQM implementation experiences from ASEAN countries and Japan.

3. TQM Dissemination Activities of JFY 2000 (From April to December, 2000)

3.1 List of Activities

	Activities	Date of Period
1)	Training on model companies of phase I (2 companies)	5 days/2 times
2)	Training course: Process Control and Total Productive Maintenance.	3 days
3)	Training Course: Process Control	3 days
4)	Total Quality Management	4 days
5)	Total Quality Management	3 days
6)	Total Quality Management	3 days
7)	Tools for Quality Control and Quality Improvement	3 days
8)	QCC activities	3 days
9)	Total Quality Management (Part 1)	2 days
10)	Company Visit (10 companies)	Depend on each company

3.2 Description of Each Activity

1) Training on model companies: TIFOPLAST and PETRO MECHANICAL Company

<p>Content: Study on handbooks No20 and 21; Overview on Handbooks</p> <p>Date: 1. September 11-15, 2000 2. March, 19-23, 2001</p> <p>Lecturer:</p> <ol style="list-style-type: none"> 1. Mr. Mitsuharu Shimada – JICA (JSA) expert Mr. Yuzuru Otabe - JSA Expert 2. Mr. Masato Suuchi - JSA Expert 3) Mr. Eizo Asaka - JSA Expert <p>Results: Training in phase I will finish end of March, 2001 on all handbooks and promoting plan for 2001 will be discussed and summarized at closing meeting on 23 March, 2001.</p>

2) Training course: Process Control and Total Productive Maintenance

<p>Content: - Japanese Quality Management; TQM and TPM; Quality Control Process Chart; Steps for implementing 5S; Visual Control; Product Reliability.</p> <p>Date: May, 17 – 19, 2000.</p> <p>Venue: VPC branch office, Ho Chi Minh City</p> <p>Lecturer: Mr. Mitsuharu Shimada – JICA expert</p> <p>No of Participant: 22 persons from different companies of South area.</p> <p>Results: Participants gained valuable expertise on TQM concepts and effective techniques such as methods of quality control and improvement, as well as establishing 5S movement in enterprise...</p>
--

2) Training course: Process Control – Total Quality Management

Content: - Japanese Quality Management; TQM and TPM; Quality Control Process Chart; Steps for implementing 5S; Visual Control; Product Reliability.

Date: May, 24 – 26, 2000.

Venue: VPC head office, Hanoi City

Lecturer: Mr. Mitsuharu Shimada – JICA expert

No of Participant: 31 persons from different companies of North.

Results: Participants gained valuable expertise on TQM concepts and effective techniques such as methods of quality control and improvement, as well as establishing 5S movement in enterprise...

3) Training course: Total Quality Management

Content: - TPM and 5S; Policy Management;; Quality Control Tools; Company Standardization.

Date: July 18 – 21, 2000.

Venue: VPC head office, Hanoi City

Lecturer: Mr. Mitsuharu Shimada – JICA expert

No of Participant: 20 persons from different companies of North.

Results: By the end of the course, participants get the way of using of QC tools effectively in their companies and improving their skills on management.

4) Training course: Total Quality Management

Content: Policy Management; Quality Control Tools; Company Standardization.

Date: August 9-11, 2000,

Venue: VPC branch office, Ho Chi Minh City

Lecturer: Mr. Mitsuharu Shimada – JICA expert

No of Participant: 23 persons from different companies of South.

Results: By the end of the course, participants get the way of using of QC tools effectively in their companies and improving their skills on management.

5) Training course: Total Quality Management

Content: Policy Management; Quality Control Tools; Company Standardization.

Date: August 16 – 18, 2000.

Venue: VPC head office, Hanoi City

Lecturer: Mr. Mitsuharu Shimada – JICA expert

No of Participant: 14 persons from different companies of North.

Results: By the end of the course, participants gained basic concepts of TQM and theories, methods and practical exercises on TQM.

6) Training course: Tools for Quality Control and Quality Improvement

Content: Japanese Quality Management; 7 tools for quality control; Quality Control Process Chart.

Date: October 22 – 24, 2000.

Venue: VPC branch office, Ho Chi Minh City

Lecturer: Mr. Mitsuharu Shimada – JICA expert

No of Participant: 31 persons from different companies of North.

Results: By the end of the course, participants understood fully basic concepts of TQM and theories, methods and practical exercises on TQM.

7) Training course: Quality Control Circle Activities

Content: Japanese Quality Management; 7 tools for quality control; Quality Control Process Chart.

Date: December 27 – 29, 2000.

Venue: VPC head office, Hanoi City

Lecturer: Mr. Mitsuharu Shimada – JICA expert

No of Participant: 23 persons from different companies of South.

Results: By the end of the course, participants understood deeply main characteristics of Japanese Quality Management and applied 7 tools in their daily quality control activities successfully.

8) Training course: Total Quality Management

Content: Japanese Quality Management; 7 tools for quality control; Quality Control Process Chart.

Date: February 27 – 28, 2001.

Venue: Training Centre, Hanoi City

Lecturer: Mr. Mitsuharu Shimada – JICA expert

No of Participant: 45 officers from department for standard, metrology and quality of South.

Results: Officers understood main characteristics of Japanese Quality Management and improved their knowledge on TQM, the way of sampling....

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

STAMEQ received a long-term expert, Mr. Shimada from April 2000 and short term expert, Mr. Suuchi and Mr. Asaka: total 4 man- weeks in 2000.

STAMEQ appreciates long-term and short-term experts assisted TQM promotion on:

1. Training on model companies of phase I
2. Training on selected pilot companies through company visit.
3. Holding seminars for STAMEQ staff and other private company's people.

3.3 Summary and Evaluation of the Activities of JFY 2000

Vietnam Productivity Centre (VPC) carried out the Project phase II according to proposed initial objectives. Up to now, VPC organized successful 8 training courses in whole country with participating by many companies and enterprises in different sectors. Total number of participants is 142 persons, who are managers, engineers, QMR of the company, experts, researchers and trainers on Productivity and Quality; Officers of Department for Standard, Metrology and Quality. By the end of these training courses, the participants understood deeply on TQM basic concepts, main characteristics of Japanese quality management; they can apply quality control tools effectively at companies; the managers improved their skills on management.

As for company visit activities, JICA expert (Mr. M. Shimada) visited 10 companies to transform following contents: Introduction on the Project and project objectives; Awareness

of TQM and some contents of TQM activities; Evaluation and reviewing results at model company of phase I; Lecturing 2 TQM handbooks (No 20 & No 21); Diagnosis at companies to select pilot companies of phase II.

Generally, TQM disseminate activities in Vietnam in 2000 have been archived significant results. Vietnamese companies/enterprises/organizations are initially interesting in applying TQM in their organizations to improve quality, productivity and company culture.

4. Description on Dissemination Plan for JFY 2001

4.1 Dissemination Plan for JFY 2001 authorized by national Committee

To enhance effectiveness of TQM dissemination activities in 2001, increase numbers of company, which intend to apply TQM to become pilot company on TQM in whole country, we drafted a plan for the project in 2001 as base on strengthening public and in-house training activities, guiding and consulting on TQM at pilot companies.

I. Training activities:

Training courses will base on 5 main topics as follow:

1. Total Quality Management and Total Productive Management.
2. Quality control circle Activities
3. Process Control
4. Policy Management
5. 7 tools for quality control.

We intend to organize 01 public and in-house training course every month, as for public course will be hold alternately between VPC head office (Hanoi city) and VPC branch office (Ho Chi Minh City).

II. Guiding at company:

In 2001, we expect 3 companies in North and 1 company in South will become pilot companies and research more 2-3 companies for semi-pilot companies, in which limited training will be conducted.

Deploying TQM Project at these companies is continued until end of this year.

We have already delivered drafted action plan of each company after diagnosis.

In next month, we will held a national committee meeting for drawing experiences, making suggestion, discussing on how to carry out TQM dissemination activities to suit with current status of Vietnamese companies.

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

STAMEQ has a long-term expert already. The expert will assist activities and we expect some short-term expert will come and cooperate with the long term expert for:

1. Establishing concrete plan for 2001.
2. Selection of semi-pilot companies for phase II
3. Training on pilot and semi-pilot companies through periodical visits.
4. Seminars for STAMEQ staff and public organizations.
5. Planning to set up of benchmarking company(ies) for other company's target (STAMEQ expects the model companies in phase I cooperate to promotion TQM in phase II)

Country Report on TQM Dissemination Activities
Industrial Standards Office of the Department of Industrial Techniques
Kingdom of Cambodia

1. Overview of TQM Dissemination Activities

UNIDO and the Japanese Standards Association organized the Summary Meeting on Total Quality Management which took place in Tokyo on November 10 – 11, 1999. At that time, representatives from the Kingdom of Cambodia were invited to participate as an observer member, as were representatives from Laos and Myanmar. Although the Kingdom of Cambodia was the last country to join ASEAN, we feel the growth in industrial development is expected to be on par with that of other developing nations.

There has been much increased awareness of the TQM project. It has taken root slowly because it is a fairly new concept to this region, yet its benefit is for the survival of industrial fields. The representatives of the Cambodia, Laos, Myanmar or CLM countries, had requested the proposal through ASEAN secretariat (Dr. Pham The Vinh) to make sure that UNIDO and JSA could support them with the TQM project as new member countries.

On July, 21, 2000, the Japanese delegation initially visited the CLM countries. The delegation was led by Mr. YAWARA TOMIYAMA who is Manager of the Technical Assistance Division. The purpose of his visit was to introduce Cambodian officials and businessmen to the TQM model. He worked tirelessly to bring the necessary information of the TQM project scheme and also advised on guidelines regarding the selection of a candidate Model Company and the establishment of a Total Quality Management National Committee.

On Nov. 16-17, 2000, the TQM seminar for top and middle management was held in the Sunway Hotel (Phnom Penh). It lasted for one and half days. Later, on Dec, 4, 2000, the Japanese Standards Association dispatched two Japanese experts who came to Cambodia to diagnose a Model Company. This rigorous process took one week to accomplish. To date, and thanks to the cooperation between the ASEAN countries with Japan and UNIDO, the Industrial Standards Office in Cambodia is being encouraged and equipped to accomplish all the goals set forth in the Japanese TQM project for the fiscal year 2001.

2- TQM Dissemination Organization

Actually the Industrial Standards Office is officially recognized by the International Organization of Standards (ISO) as a Subscriber Member, symbolized by the letters ISC, (which means Industrial Standards of Cambodia). Unfortunately, the National Standards Body in the Kingdom of Cambodia has still not been legally established. However, the Industrial Standards Office is the focal point for

the Industrial Standards Body. This Body heads policy decisions under the Ministry of Industry, Mines & Energy and undertakes all Industrial Standards Activities. These responsibilities include domestic- foreign cooperation to insure the availability of international class quality management for the development throughout Cambodia of improved, industrial standards activities.

The Industrial Standards Office has several objectives. The major objectives are to encourage and improve the quality control of goods, and to assist the private sectors in adopting international standards in quality improvement and quality management systems for the future.

We currently have 12 personnel in the office who have the daily work responsibilities as follows:

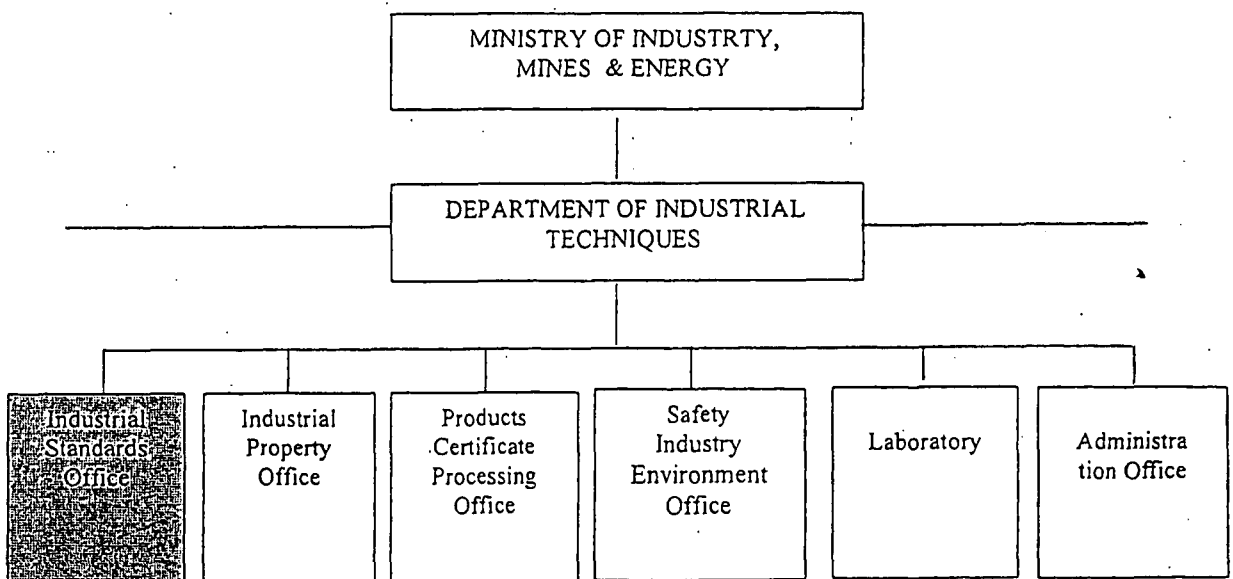
- 1- to draft the regulation for using industrial standards and finishing the sub-decree of industrial standards related to domestic- foreign products. This sub-decree must be submitted to the Council of Ministers for their approval.
- 2- to practice and translate the industrial standards.
- 3- to practice the Quality control for enhancing domestic products by issuing a Products Certificate
- 4- to campaign for the introduction of Total Quality Management.

Additionally, the Industrial Standards Office is in charge of the UNIDO-JAPAN/TQM project, which entails:

- Implementation of TQM activities in the preliminary stage,
- Campaigning the new TQM concept to CEOs and managers
- Participation in TQM training course at the AOTS Center/ Tokyo
- Translation of other documents and pamphlets related to the TQM seminar for Top and Middle Management
- Joining with Japanese Experts for diagnosing the model Company and so on....

Attached herewith:

The Organization Chart of the Department of Industrial Techniques



3. TQM Dissemination Activities of JFY 2000

3.1 List of activities

Almost 7 months with TQM activities, the Industrial Standards Office has successfully achieved TQM promotion activities as shown below:

NO.	Activities	Date of Period
1)	Dispatching Japanese Mission to Cambodia	June.15-16. 2000
2)	Establishment of the TQM National Committee	August 06.2000
3)	Holding TQM Seminar	November.16 - 17.2000
4)	Participation in the Training course in Japan	October.29 - 11.2000
5)	Mission with Japanese Experts for Diagnosing the Model Company	December.04-12. 2000

3.2 Description of Each Activity

1) Dispatching the Japanese Mission to Cambodia

As the schedule shows, on June 15-16, 2000, Mr. Yawara Tomiyama, the Division Manager from the Japanese Standards Association, came to the Kingdom of Cambodia for his preliminary visit. He was honored by Under Secretary of State of Ministry of Industry, Mines & Energy in a convention. It was there that he expressed the TQM project objectives, especially the aims of ASEAN-JAPAN cooperation for supporting Total Quality Management to private sectors. In the same day, he also met with the Board of Directors and standards officials of the Department of Industrial Techniques to explain the objective and implementation procedures of TQM. Specifically, he helped the officials to gain a better understanding of the whole Project. He discussed the reasons for and methods to create a TQM National Committee. He also discussed the need for selecting a model company and how instruction of TQM in the private sector can take place.

2) Establishment of the TQM National Committee

In order to effectively implement a TQM Project in fiscal year 2001, the TQM National Committee was established on August 06, 2000. The TQM National Committee is integrated from members of the Ministry of Commerce, Ministry of Education and Sport, and other interested Bodies. Main duties include:

- Arrangement and setting up of the TQM program.
- Review and evaluation of the TQM implementation activities
- Preparation of the 5 year plan of TQM project

Attachment herewith is the Structure of the National Committee
for JAPAN/ASEAN/TQM Project
in the Kingdom of Cambodia

	Member	Function
1	Mr. Ping Sivlay Deputy Director of Department of Industrial Techniques	Committee Chairman
2	Mr. Tith Lamine in Charge of the TQM project	Local Expert
3	Mr. Chan Sopha	Local Expert
4	Mr. Chan Borin	Local Expert
5	Mr. Chhang Uddara	Local Expert
6	Representative of the Ministry of Commerce	Interested Body
7	Representative of the Directorate General of Higher Education and Technical Vocational Education & training.	Interested Body
8	Representative of Model Company	
9	Japanese Expert	
10	other interested companies	

3) Holding TQM Seminar

According to the cooperation agreement outlined in the ASEAN-Japan TQM project, the Kingdom of Cambodia held the required Total Quality Management Seminar on 16-17 November 2000, in the Sunway Hotel in Phnom Penh. There, the delegates promoted new TQM concepts for Top & Middle Management Cambodian personnel. In attendance were CEO's and managers from the private sector as well as numerous government officials. The atmosphere of the seminar was quite positive. There were about 100 participants including 8 persons from the United Nations Industrial Development delegation. There were 5 Japanese delegates from the JSA, 2 speakers from UNIDO and one speaker of Interline (B) Snd. Bhd Model Company from Brunei. 63% of the attendants were from governmental institutions and 37% from the private sectors. We believe this private sector percentage was low because a number of manufacturing company and factory directors are unavailable during the day, also, others are difficult to locate. The JSA 's guidelines mandate that 80% of participants be from the private sector. Unfortunately, partly for the above reason, this did not take place. We hope to start early and improve on that number next time.

4) Participation the Training course

In the framework of developing cooperation of human resources, the Japanese Standards Association provided a scholarship for 1 trainer from Cambodia, Brunei, Lao, Myanmar, and Singapore last year to attend the TQM Training at AOTS Center/ Tokyo. This training lasted two weeks and served to enable comprehensive awareness and add further qualification to participants in the TQM concept; Total Quality Management is a new methodology for the private side. We feel this trainer, properly equipped, can help strengthen our industrialization once the concept "catches on."

5) Mission with the Japanese Expert for diagnosing the Model Company

To complete the TQM programme specified by the JSA scheme, on December.04 to 12,2000, a Japanese Expert for model company diagnosis was dispatched to the Kingdom of Cambodia. He worked tirelessly for one week in order to complete the diagnosis of 4 candidate model companies. One is to be selected among them as a model company. Final approval will be decided by the Japanese side and the TQM National committee. This great mission is comprised of Mr. Yuzuru Otabe from the Training and Technical Service Department and Mr. Teruo Kawamura, Deputy General Manager of Planning and Coordination Center Quality Assurance Section. As mentioned above, the initial selection of candidate companies for diagnosis was done through 4 candidate companies that are representing various companies in Phnom Penh. Japanese Experts spent more than 8 hours in each company, accompanied by 2 staff personnel from the Industrial Standards Office. They sometimes received an appointment with the CEO at 9 PM; therefore, the diagnosis was done only with the CEO. This particular meeting lasted until 11PM in the middle of the night.

The diagnosis pertained to 14 sections that are required by the Japanese Expert asking overall company policy and quality management aspects. Unfortunately some sections and items (from CEO to Inspection) have not been reasonably replied to by the private sector managers since such quality management systems are not established in those companies.

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

I must now comment on several problems, which we have faced regarding expert application in fiscal year 2000. The legal procedure in Cambodia for obtaining the requested project approval for long term, short term experts, in any project would be by using ODA funds (Official Development Assistance). Each institution/ Ministry shall officially submit the experts application form to the Council of Development of Cambodia (CDC) for further submission to the national steering committee. This committee consists of a Cambodian and Japanese side. Approval, however, is hard to obtain, as the current funds situation provided by the Japanese government for Cambodia is limited. They are faced with funding many projects, so the approval is granted to those projects with the highest priority. Even if the project would run with its own funding, cooperation between the two institutions can automatically take place without gaining permission from the CDC. Actually, the TQM application form from the Ministry of Industry, Mines & Energy has been submitted and has been awaiting approval at the CDC since March.2000. We expected that we would be able to gain the official approval in fiscal year 2001, but it has as of yet not been considered by them. They accepted the projects as priority, according to the guidelines in the Royal government strategy policy on reform. This overall strategy contain 4 kinds of reforms as follows: Administration reform, Justice System reform, Military & Police reform, and Economic reform. At this point, I would like to discuss only the economic reform policy outlined by the Royal government. Economic reform contain 4 fields considered priority in our current situation:

- 1) Agricultural Field
- 2) Infrastructure
- 3) Electrical field
- 4) Human resources

Of course, the Royal government policy has been to encourage the industrial field and give it high consideration. Most of the industries are small and medium manufacturers and handicrafts. These are necessary to supply daily domestic demands of Cambodian population. However, these industries/ handicrafts in home are now facing business decisions without the possibility of outside investment, thanks to the current economic downturn. This is further reason why I will try, to the best of my ability, to proceed with international cooperation and do everything necessary for TQM implementation in the Kingdom of Cambodia. It helps to have the vast experience of experts who implemented this program in 7 ASEAN countries already.

3.4 Summary and Evaluation of the activities of JFY 2000

In Summary, Cambodia has just entered into the ASEAN family of nations and is beginning to trade once again with our international neighbors. As a young nation, we are trying to span the gap between being a developing country and becoming a developed country. We recognize that TQM and establishing proper systems of international standardization will be important tools to bridge this gap. We have begun this advancement ourselves by finalizing the legal process for implementing regulation standards.

We still encounter some problems in the smooth implementation of the project. We could use more constant international support and in-country presence to assist the Industrial Standards Office with the dissemination of the TQM project over a long period of time. The main problems with dissemination and implementation seem to be as follows:

MITI conditions specify that the Model Company is to only be chosen from the manufacturing sector. This excludes the pharmaceutical field, food & drink products and water treatment plant (water supplied authority). Finding the Model Company has been difficult because 80% of local companies are garment factories and only two companies are certified ISO 9000. Those that are certified have local capital investment under 51% as most investments in the Kingdom of Cambodia are foreign investments. The TQM model does not allow model companies to be majority-owned by foreign investment. Furthermore, some CEOs of selected companies still hesitate to undertake TQM implementation. They feel that participation as a model company would occupy too much of their time and cut into their responsibilities at work. Many have mentioned that sending their manufacturing personnel to attend theorized instruction would cause them to loose profits. Also, their cultural business is to only produce goods for local consumption. Therefore, the CEO keeps his business strategy in this simple position " cheap Quantity first, then high Quality second ".

We are encountering a lack of communication hardware and funds, I always expend my own money for email / fax transmission, but we have a positive outlook that an appropriate solution will be found. We have to be up front and admit that further international assistance is needed. We feel the National committee will enable understanding of Total Quality Management to the Model Company and others, and advise them of its implementation benefits—benefits that are important instruments in the economic, social, scientific, and technological short and long- term development strategy of their own companies. We hope to help the businessmen understand that the short-term sacrifices are in their long-term best interest. Even though TQM methodology is a new concept for the Kingdom of Cambodia, it is an enduring global trend to be shared with developing countries to insure the growth of productivity in their business.

4- Description on dissemination Plan for JFY 2001

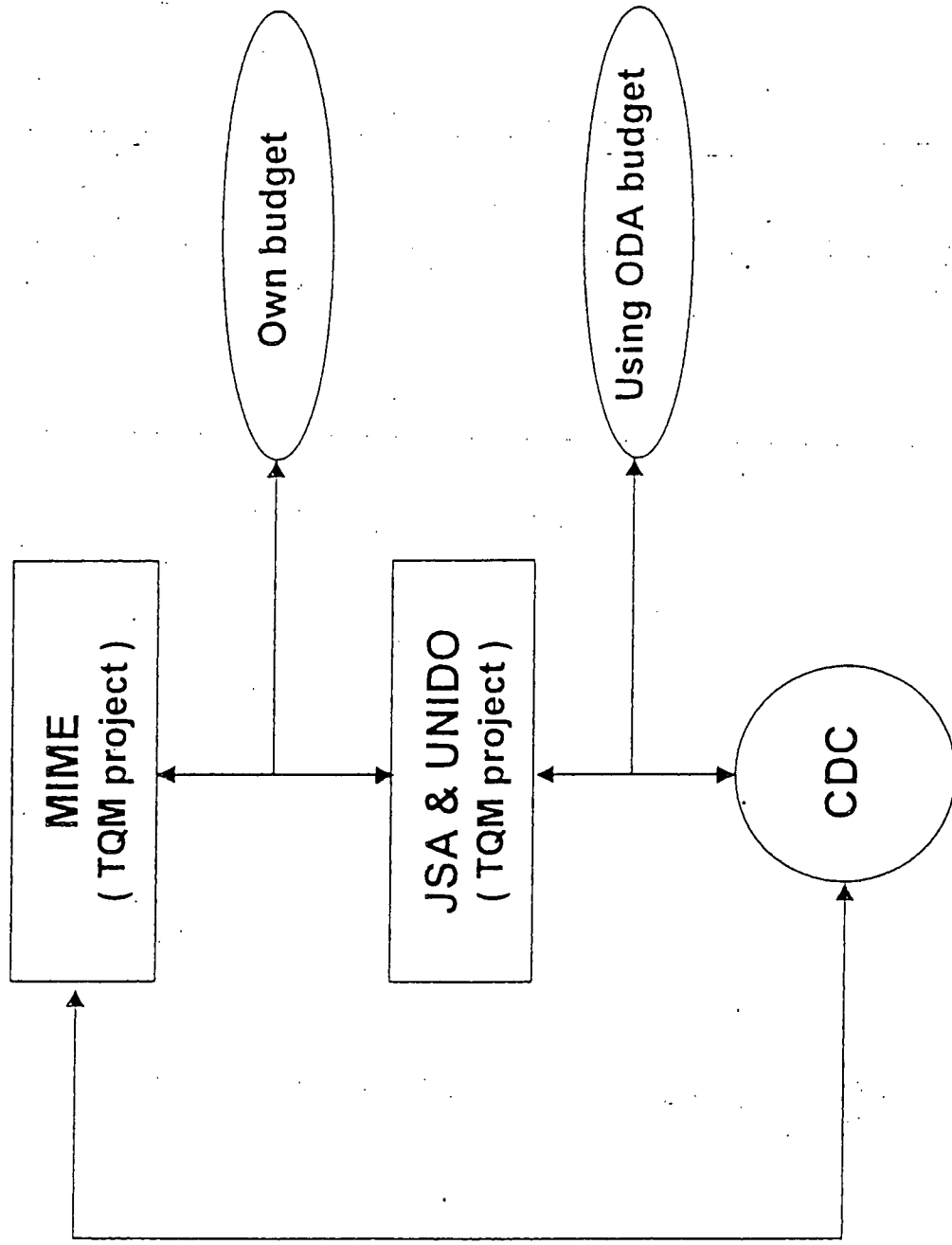
Nowadays, the Kingdom of Cambodia is in the introductory stage of conducting the TQM project as we are still selecting a Model Company. There are a lot of tasks related with project still yet to do. The National committee shall concretely proceed to draw up an annual master plan for implementation in Fiscal year 2001, according with the JSA plan and our own local business environment. The priorities include:

- 1- proceeding to conduct the TQM project
- 2- selecting the final model company
- 3- preparing the translation of 21 handbooks
- 4- practical instruction in the model company
- 5- And so on...

Thank you for your considerate attention. We in Cambodia look forward to working with each of you to expedite the implementation of the Total Quality Management project.



The Chart of TQM Application Form
for Long/Short term Experts



MIME : Ministry of Industry, Mines & Energy
CDC : Council Development of Cambodia
ODA : Official Development Assistance

Expert Meeting March 2001 Bangkok, Thailand

Country Report on TQM Dissemination Activities

By: **Nisith CHANTHALOM**

**Dept. of Intellectual Property, Standardization and Metrology (DISM)
Science Technology and Environment Agency (STEA)
LAO PDR.**

1. Overview of TOM Dissemination Activities:

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 and other factors for the manufacturers.

The TQM project is the first project introduces concept on Total Quality Management (TQM) as transfer of the experiences and achievement of Japanese companies to Lao PDR. Concept on total quality management is very important and useful for Lao government officials and for managers of companies to apply for improvement of quality of goods to be able in competitive price and quality in domestic and international markets.

The ASEAN-Japan TQM Project phase II, 2000- 2004 was started in Lao PDR in early 2000 when the Lao Technical Officer from Department of Intellectual Property, Standardization and Metrology, Science, Technology and Environment Agency (STEA) attended the first training trainer on JICA/JSA Standardization and Quality System Course 1 month and one Technical Officer from Lao Water Supply State Enterprise (Chinaimo) attended the training course on AOTS/JSA Total Quality Management, two weeks in Tokyo, Japan.

First, UNIDO seminar on Total Quality Management was organized in Vientiane, Lao PDR, in November 21, 2000. The seminar were attended by the representatives from governmental and private sectors such as line Ministries, Organizations, Agencies, Companies and Factories total number of participants were 67 persons. The delegates and presenters were from UNIDO, JSA and Thailand.

Company Diagnosis in Lao PDR was undertaken on 10-14 on December 2000: Two Japanese experts cooperated with Lao Technical Officers of Standards and Quality Division (SQD) , DISM diagnosed two companies: Lao Vangvieng Factory, Agriculture Development Company and Lao Cotton State Enterprise. The Evaluation Report on the above two Companies Diagnosis should be prepared by Japanese Experts. Base on the Evaluation Report the selection of one Company of two Companies above should be considered by Lao site.

Japanese Standard Association (JSA) provided the Department of Intellectual Property, Standardization and Metrology (DISM) the technical documents 21 TQM HandBooks and other documents concerned.

The establishment of National Committee for the Management of Standards and Quality As a National Committee for Model Company was permitted by Lao government in August 11,2000. This committee is composes 10 member representatives from different ministries, agencies and

companies. The National Committee as a Technical Committee and responsible for not only implementing the TQM, but also for management control drafting the technical deference and coordination on Standards and Quality among Ministries, Agencies and Companies.

The organizational chart of the National Committee for the Management of Standards and Quality:

No.	Members	Position	Title
1.	Mr. Nheune SISAVAD (Committee Chairman)	Director General of Dept. of Intellectual Property, Standardization and Metrology.	(STEA).
2.	Mr.Khamphuvong KHAMBOUNHEUANG (Committee Vice-Chairman)	Deputy Director of Dept. of Intellectual Property, Standardization and Metrology.	(STEA).
3.	Mr.SoumanaCHOULAMANY (Member)	Head of Standards and Quality Division.	(STEA).
4.	Khamseng VONGVORALAD (Member)	Deputy Director of Dept. of Industrial Head of Industrial research and Development Center.	Ministry of Industry and Handicraft
5.	Mr. Sengded BOUNLAVAN (Member)	Head of Domestic Trade Promotion and Protection Division.	Ministry of Commerce and Tourism.
6.	Mr.Sengthong VANGKEOMANY (Member)	Head of Technical Division Dept of Housing and Planing.	Ministry of Communication Transport Post and Construction.
7.	Mr. Koun SAKBOUNVONG (Member)	Deputy Head of Personnel Division. Faculty of Engineering and Architecture	National University
8.	Mr. Tongvang LADSAVONG (Member)	Head of Food and Drug Division.	Ministry of Public Heath.
9.	Mr. Vanhtong SITHIKOUN (Member)	Deputy Director of Lao Cement Factory.	Lao Agriculture Development Company.
10.	Ms.Jadekeo PHOUMYDALAVANH (Member)	Technical Official Dept. of Planing.	Ministry of Agriculture and Forestry.

- Focal point and Assistant to Committee: Standards and Quality Division (SQD), Dept. of Intellectual Property, Standardization and Metrology (DISM).

“Application for an Expert in Standardization to the Government of Japan” for approval has been sent to the Committee for State Planning and Cooperation of Lao government in August 2000 for consideration.

2. TQM Dissemination Organization

The implementing agencies of ASEAN-Japan TQM project, phase II, 2000-2004:

Department of Training and Technical Services, Japanese Standards Association (JSA) and Department of Intellectual Property, Standardization and Metrology (DISM). Science, Technology and Environment Agency (STEA), Lao PDR were together disseminating the TQM are the following activities:

UNIDO TQM seminar on Total Quality Management for Top and Middle Management" was organized in Vientiane, LAO PDR, in November 21, 2000.

Presenters in the seminar were:

Mr. Bernardo Calzadilla-sarmiento - UNIDO, Vienna Austria. Dr. Prof. Yoshio Kondo, Kyoto University, Japan. Mr. Yuzuru Otabe, Senior Researcher -Training and Technical Services Department, JSA and Mr. Somechai Nirapathpongporn, Executive Director, Siam Cast Iron Works Co., Ltd.

67 participants representatives from 14 line ministries, National Bank and 22 from companies and factories.

Two Lao Technical Officials attended the training trainer on JICA/JSA ASEAN Standardization and Quality System Course in Osaka and the training course on AOTS/JSA Total Quality Management in Tokyo, Japan.

The DISM is distributing to some ministries, agencies and companies the documents of TQM HandBooks.

3. TQM Dissemination Activities of JFY 2000

3.1. List of Activities

No.	Activities	Date of Period
1)	Training trainer course on JICA/JSA ASEAN Standardization and Quality System.	14 February-17 March, 2000
2)	Training course on AOTS/JSA Total Quality Management	30 OCT-10 NOV,2000
3)	UNIDO TQM Seminar	21 November, 2000
4)	Providing of 21 TQM Hand books	November,2000
5)	Company Diagnosis	10-14 December, 2000

3.2. Description of Each Activities

1)

Technical Officer, Director of Standards and Quality Division (SQD), DISM attended the first Training Trainer Course on Standardization and Quality System for ASEAN countries in Osaka International Center (OSIC) and Tokyo International Center (TIC), from 14 February to 17 March, 2000. Organized by JICA and JSA.

2)

Deputy Director of Chinaimo Water Supply State Enterprise attended the Training Course on AOTS/JSA Total Quality Management in Tokyo, from 30 October to 10 November, 2000. Organized by AOTS and JSA.

3)

First, UNIDO: TQM Seminar was Organized in Vientiane, Lao PDR, on 21 November 2000. Organized by Dept. of Training and Technical Services, JSA and Dept. of Intellectual Property, Standardization and Metrology, STEA. About 67 local participants were attended the seminar, delegates and presenters from UNIDO Vienna, Austria, UNIDO Asia regional and JSA, presenters: Dr. Prof. Yoshio Kondo, Kyoto University, Mr. Yusuru Otabe, Senior Researcher, Training and Technical Services Department, JSA and Mr. Somechai Nirapathpongorn, Executive Director, Siam Cast Iron Works co, Ltd.

Subjects presentation in the seminar were:

- What are the Bases for Company wide Quality Control.
- Implementation of TQM.
- TQM Introduction and Implementation.
- UNIDO Programmers in the Area of Quality, Standardization and Related Matters.

4)

Dept. of Training and Technical Services, JSA Provided the Dept. of Intellectual Property, Standardization and Metrology the 21 Total Quality Management (TQM) HandBooks in during TQM seminar on 21 November, 2000 in Vientiane.

5)

Company Diagnosis: Two Japanese Experts: Mr. Yusuru OTABE Senior Researcher, Dept. of Training and Technical Services, JSA and Mr. Teruo KAWAMURA, Deputy General Manager, Planing and Coordination Center, Quality Assurance Section, Mitsubishi Chemical Corporation, Kurosaki Plant cooperated with Standards and Quality Division, DISM diagnosed two companies: Lao Vangvieng Factory, Agriculture Development Company (Vientiane province) and Lao Cotton State Enterprise (Vientiane Municipality) . The diagnosis was taken from 10 to 14 December,2000.The diagnosis report on above two companies should be finalized by Japanese Experts in early of 2001.

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

The Application for TQM Expert to the Government of Japan for approval has been sent to the Lao Committee for State Planning and Cooperation in August,2000 for consideration.

3.4. Summary and Evaluation of the Activities of JFY 2000

The ASEAN – Japan TQM project in Lao PDR was started activities in February, 2000. Two Technical Officials attended the training course on “ Standardization and Quality System ” and “ Total Quality Management (TQM) ” in Japan. First, UNIDO TQM seminar was organized in Vientiane on 21 November, 2000. Objective of the seminar was to introduce the basis concept on TQM to the Top and Middle management for the government and private officials, managers, etc...

Dept. of Training and Technical Services, JSA provided the Dept. of Intellectual Property, Standardization and Metrology (DISM), STEA the 21 TQM HandBooks in November, 2000. The Company diagnosis had taken with two companies: Lao Cement Factory, Agriculture Development Company and Lao Cotton Company from 10 to 14 December, 2000.

The TQM dissemination activities in Lao PDR have firstly introduced basis concept on TQM as the experiences and achievement of Japanese companies to Lao companies which is very important and useful for government officials and for managers of companies to assist them in standardization and quality development in Lao PDR but only in the nascent stage.

The Lao Officials and Managers had oppoturnity in obtaining the knowledge and experiences on TQM through the seminar, training and documentation and they are interested with the new concept on TQM for improvement and development in their works.

We would express that the implementation of TQM dissemination activities for 2000 was succeeded. Effective implementation of the TQM dissemination in the first year of TQM project should promote the awareness of Lao manufacturers for improvement of quality of goods in order to be able in competitive price and quality in domestic and international markets.

4. Description on Dissemination Plan for JFY 2001

4.1 Dissemination Plan for JFY 2001 authorized by national Committee

The establishment of the National Committee for TQM as a National Committee for Management of Standards and Quality (NCMSQ) was permitted by the government in August 11, 2000.

The Agreement of the President of STEA on National Committee's Organizational Structure issued on 1st February, 2001 and just the NCMSQ is preparing to organized the first meeting on 6 March, 2001. The objective of the meeting is to discuss two main problems: Yearly Work Plan and Draft on Role and Mandate of the Committee, therefore and follow up the 5 year plan for ASEAN-Japan TQM project, phase II, Dissemination Plan for JFY 2001:

Dispatching Experts:

- Dispatching long Term Expert: Scheduled.
- Dispatching short Term Expert: Top management seminar.
- AOTS/JSA TQM course in Tokyo one participant will be invited.
- AOTS/JSA Quality System Course, in Osaka one participant will be invited.

The Dissemination plan for 2001 authorized by National Committee should be discussed in the first National Committee meeting on 6 March, 2001.

4.2 How to involve Long term, Shot term Dispatch TQM expert in the plan, if dispatched. Please see 3.3

12 March 2001

A10
Myanmar

Expert Meeting March 2001 Bangkok, Thailand

Country Report on TQM Dissemination Activities

Ms. Wai Min Than

Myanma Scientific and Technological Research Department

Union of Myanmar

1. Overview of TQM Dissemination Activities

Our market-oriented economy was introduced only in 1988 and since then private sector plays an important role in both "Manufacturing" and Trading as the market-oriented economy is encouraged. To produce goods that are competitive in price and quality in domestic and international market is the main objective of our industries. So TQM activities should be introduced into their works.

2. TQM Dissemination Organization

As the first step to introduce TQM activities into our industries, National TQM Committee has been formed tentatively with twelve members under Myanma Industrial Development Working Committee (MIDC)

National TQM Committee (tentative): -

1. Director General, Myanma Scientific and Technological Research Department
Ministry of Science and Technology
2. Director General, Industrial Planning Department, Ministry of Industry No. (1)
3. Director General, Directorate of Myanma Industry Planning
Ministry of Industry No. (2)

12 March 2001

4. Director General,	Department of Technology Promotion and Coordination Ministry of Science and Technology
5. Director General,	Directorate of Industrial Supervision and Inspection Ministry of Industry No. (1)
6. Director General,	Cottage Industrial Department, Ministry of Co-operative
7. Rector,	Yangon Technological University
8. Rector,	Institute of Economics, Yangon
9. General Secretary,	Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCL)
10. General Secretary,	Myanmar Industries Association
11. Deputy Director,	Department of Standard, Ministry of Science and Technology
12. Deputy Director,	Department of Analysis, Ministry of Science and Technology

3. TQM Dissemination Activities of JFY 2000

3.1. List of Activities

	Activities	Date of Period
1)	UNIDO TQM seminar for the top and middle management	24 November , 2000
2)	Company survey for model company selection	11 to 22 December , 2000
3)		
4)		
5)		
6)		

3.2 Description of Each of the Activities

1)

JSA dispatched Mr. Yawara Tomiyama to Union of Myanmar on 17 July, 2000 to explain the co-operation items and implementation procedure of the TQM Project (Phase II). One day seminar on Total Quality Management for the Top and Middle Management co-sponsored by UNIDO and MITI Japan in co-operation with Myanma Industrial Development

12 March 2001

Committee (MIDC) was held on 24 November 2000 at International Business Center, Yangon. The opening ceremony was attended by chairman of MIDC, Minister for Ministry of Industry No. 2, Maj- Gen Saw Lwin, Secretary of MIDC, Deputy Minister for Ministry of Industry No.2, Lt-Col. Khin Maung Kyaw, Deputy Ministers for Ministry of Science and Technology, U Hlaing Win and Prof. U Nyi Hla Nge, heads of departments of the respective ministries, representative of UNIDO, ASEAN and JSA and representatives of industrial zones. Chairman of MIDC , Minister for Ministry of Industry No. 2, Maj-Gen Saw Lwin delivered the opening speech. UNIDO representative Dr. Bernardo Calzadilla-Sarmiento and JSA representative Mr. Yawara Tomiyama also gave speeches. About 150 participants attended the opening ceremony. Dr. Yoshino Kondo, Mr. Yuzuru OTABE, Ms. Gloria Tiongson and Dr. Bernardo Calzadilla-Sarmiento were the speakers of the seminar. Certificates of participation in the UNIDO TQM Seminar were presented to the 122 participants.

2)

JSA dispatched Mr. Masuru Sekiguchi and Mr. Junichi Togashi for Company Survey for Model Company Selection in Union of Myanmar. Four candidate companies were nominated and Form A and Form B were filled in by candidate companies and faxed to JSA.

They were

1. Proven Technology Industry Co.Ltd.
(Tokyo battery production)
2. Pahtama Hteik Tan Production Co.Ltd.
(Top detergent)
3. Reva Company Ltd.
(Slipper, Shoes and Sandalles production)
4. Soe Electric and Machinery Co. Ltd.
(Transformer production)

Company Survey for Model Company Selection was done by Mr. Masuru Sekiguchi and

12 March 2001

Mr. Junichi Togashi from 11 to 22 December 2000.

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

3.4 Summary and Evaluation of the Activities of JFY 2000.

UNIDO TQM Seminar, the first activity of introducing TQM, was held successfully on 24 November 2000. Then two Japanese experts came here for company diagnosis for Model Company Selection at 11 to 22 December 2000. With their continued guidance and assistance as well as with the cooperation of the candidate companies, Model Company Selection was done within two weeks.

12 March 2001.

4. Description on Dissemination Plan for JFY 2001.

4.1 Dissemination Plan for JFY 2001 authorized by National Committee

To coordinate the activities of TQM Project (Phase II) such as model company selection and implementing TQM instructions to each model company.

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