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F I N A L R E P O R T

UNIDO Contract No.93/241/VK
Project No.US/RAS/93/062

Seminars on "Promotion and Applications of ISO 9000 -
Tokyo, Japan" and on "Promotion and Needs Assessment on
Standardization and Quality Control - Singapore

October, 1995
Japanese Standards Association

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1. Introduction

With reference to the UNIDO Facsimile dated December 30, 1993, Japanese Standards Association (hereinafter referred to as JSA) was awarded the subcontract (No.93/241/VK) to execute the Project No.US/RAS/93/062.

The services required for the subcontractor consist of the following 3(three) works:

- (1) to organize a seminar on "Promotion and Application of ISO 9000 Series" in Tokyo, Japan,
- (2) to organize a seminar on "Promotion and Needs Assessment on Standardization and Quality Control" in cooperation with the host organization in Republic of Singapore
- (3) to develop a volume of audio-visual training material related to the project.

All of them have already been completed in accordance with the Terms of Reference of the subcontract.

This report describes the result of execution of all of the duties including the evaluation.

2. Project Needs

The Asia Pacific region is totally recognized as one of the most dynamic growth areas in the world. The reason for this phenomenal growth can be attributed to the open-policy environment which encourages trade and investment, and consequently the deepening of interdependence within the Asia Pacific region.

A report "Prospects and Challenges for the Upgrading of Industries in the ASEAN region", prepared by Japan with the collaboration of its ASEAN partners for a meeting between ASEAN Economic Ministers and the Japanese MITI Minister(AEM-MITI),

highlights the need to enhance the international competitiveness of products produced in the ASEAN, viz the establishment of product standards and a system of certification for those standards, and, through these systems, to improve corporate quality management in the respective countries.

In Japan, company-wide quality control has been firmly established by motivating everyone in a company, from top management to shop-floor level workers, to be well aware of importance of quality, and to positively participate in varieties of quality improvement activities, which as a whole, has significantly contributed in achieving the high quality of Japanese products.

Recently, for further improvement of product quality, quality management activities combined with ISO 9000 series have been promoted. The worldwide trend is also toward creating quality systems by combining the ISO 9000 series and Total Quality Management(TQM). The introduction of such a system has become an important target in aiming at quality improvement in ASEAN.

Under the circumstances, the joint technical cooperation of UNIDO and Japan is much more expected than ever to contribute to acceleration of the process of establishing an industrial basis and infrastructure in the field of standardization and quality management in developing countries.

The technical cooperation was started in 1990 as a UNIDO project which is comprised of three activities: 1) holding a workshop in Tokyo, 2) holding a seminar in each ASEAN country, and 3) development of a volume of an audio-visual training material. So far, the project has been conducted 4 times to transfer the Japanese experience in the field of Standardization and Quality Control for promotion of Industrialization in ASEAN countries.

The condition in ASEAN region has been changing every moment so that more timely cooperation is expected through the 5th UNIDO project.

3. Scope of Work

The Terms of Reference for Subcontracting Organization describes the scope of work of the subcontractor as follows:

- A- The subcontracting organization will be directly responsible for coordinating with local authorities and Singapore counterparts in connection with both seminars.
- B- Preparation of documents on ISO 9000 and other working material for the 10 participants of the Tokyo ISO 9000 Seminar.
- C- Preparation of working material according to the agreed programme, to be mailed two weeks in advance to the 120 participants of the Manila Seminar, with specific information on the Japanese experience on promoting a firm basis for industrialization through standardization and quality control techniques.
- D- Selection of lecturer(s) for the Tokyo ISO 9000 Seminar and other administrative preparations.
- E- Five lecturers (experts) from Japan, selected according to project objectives and programme, qualified to promote the importance of rationalizing production processes in developing countries through standardization.
The subcontractor must provide travelling and DSA costs.
- F- Preparation of a volume of audio-visual training material, including a video tape in three international systems (PAL, SECAM, NTSC). There will be a specific lecture in the seminar on the utilization of this material on a permanent basis, by Government and regional bodies in developing countries, to support their industrialization efforts through the transfer of Japanese technology, know-how and experience in this field.

G- For the Singapore Seminar : Travel and DSA for five persons as support staff, which could be divided as follows:

- Two persons to concentrate on advance preparations, including negotiations with Singapore authorities.
- Three persons to support direct seminar activities.

H- Logistics and technical services, assuring availability of local administrative support personnel.

In addition to the above, the following provision of facilities is required in cooperation with local authorities concerned:

- Conference room with sitting accommodations for 150 people
- Interpretation services (English - Japanese)
- Translation of materials (English - Japanese)
- Photocopying services
- Typing or word-processing services
(including secretaries or clerks)
- Microphones
- Audio-visual material: projector, movie screen, video-tape player, etc.
- Tape recorders
- Podium for lecturers
- Registration desks and ID card distribution
- Catering services
- Hotel reservations
- Transportation services
(Hotel-Conference location-Hotel)
- Miscellaneous services

It is to be noted that the preparation of a volume of audio-visual material (video tape) is to be intended not only for special or exclusive Seminar use but for general use; promotional activities by UNIDO in the field of standardization and quality control. This point has been agreed between UNIDO's substantive section and the subcontractor at the beginning stage of Project implementation.

4. Activities and Achievements

4-1 Project Objective

The Project objectives described in the Project Document are as follows:

The immediate objective of the project is to promote modern concepts of standardization and quality control in Singapore and other ASEAN countries by:

- Acquainting the representatives of the Governments and industries with the significance, and real meaning and benefits of standardization and quality control techniques with a special emphasis on the application of ISO 9000 systems as support activities for their industrial development, the rationalization of production and, of the import and export process that must be included in national policies and plans, of the strategies and programmes, along with human and financial resources;
- Developing the introduction of audio-visual training aids to promote and expand the knowledge regarding practical techniques and means for standardization and quality control;
- Assessing the needs of the countries of the ASEAN region and mapping out actions for standardization, metrology, quality control and other related disciplines to serve as engines of industrial growth.

Based on the objective, the following activities were conducted.

4.2 Tokyo Workshop

Please refer to the interim-report which was submitted to UNIDO on May 31, 1994. (Annex 1)

4.3 Seminar in Singapore

After completion of the 4th UNIDO Seminar held in Manila, Philippines, a staff of JSA (subcontractor) visited Singapore from September 18 to 23, 1994 to discuss the direction and preparatory work with Singapore Institute of Standards and Industrial Research (SISIR) the host organization, and investigate some proposed venues and accommodations concerning the forthcoming UNIDO Seminar.

As a result, the the details of the seminar programme and related arrangements were finalized as shown below.

1) Title of the Seminar:

"Total Quality Management as a Strategy for Trade Promotion"

2) Style of the Seminar:

to hold a special session for the top management besides a general seminar for the middle management

3) Direction of the Seminar:

- A. Importance of TQM in business and trade promotion
- B. Relationship between TQM activities and quality system related to ISO 9000
- C. Promotion of TQM and quality system based on ISO 9000

4) Date and duration of the Seminar:

from 28 to 29 November 1994

5) Venue: Singapore Institute of Standards and Industrial Research
(SISIR)

Add. 1 Science Park Drive

6) Responsibility

- Japanese side:
- Preparation of interpretation facilities based upon a recommendation by SISIR
 - Printing of program and materials
 - Japanese speakers arrangement
 - Interpreter(s) arrangement
 - Transportation service for the speakers
- Singapore side:
- Invitation of local participants
 - Secretariat services (reception, copy, I.D)
 - Nomination of an appropriate local speaker

7) Expected number of the participants: Appx. 120

8) Invited guests from ASEAN countries: two from each country

9) Others:

- A. In principle, it was agreed that one speaker from Singapore and one from Japan would have the presentation for each topic.
- B. Preparation to begin immediately. Any other details and progress of preparatory work to be communicated by facsimile or international telephone.

10) List of textbook prepared for special session for top management and general seminar (Full text attached as Annex 3)

-For special session for the top management

- ① Keynote Address
- ② Restructuring of Japanese Industry and the key Quality Strategy
- ③ Pre-requisites for World-Class Quality

-For general seminar for the middle management

- ④ Importance of Human Aspect in Company-Wide Quality Control
- ⑤ TQM as a Means for Achieving the Most Competitive Quality
- ⑥ Relationship between TQM and ISO 9000
- ⑦ Quality and Productivity improvement beyond the Quality Management System (QMS)
- ⑧ Implementation of TQM in Singapore Companies through the TQP Approach

The number of participants of the seminar for top management and middle management amounted to 102 for each day of the two consecutive sessions. All participants showed a great interest in each subject, and had a frank exchange of views with the experts.

On the last day of the seminar, questionnaires which had been prepared in cooperation with SISIR staff were distributed to the representatives of the companies and the governmental agencies which participated in the seminar in order to collect their reactions and opinions about the seminar.

The evaluation report compiled in cooperation with SISIR is attached as Annex 2.

4.3 Video Tape Production

We made the Vol.5 on a subject " TQC-Business Management and Quality Control " for education purposes on Industrial Standardization and Quality Control.

This video tape introduces the importance of establishment of Quality Management System as a strategy for Business Management.

In order to produce the video tape, we held several meetings of the video production committee consisting of middle managers who are directly responsible for implementation and promotion of TQM in Japanese companies as well as professors of universities(specialists on Quality Control) and officials of relevant government offices, with Yozo Mukawa, honorary professor at Chuo University as the chairman.

In addition to the regular committee members, some of the managers of the Japanese company which had cooperated in filming on the spot also joined the committee as a temporary member to express its concrete opinion.

The scenario was carefully examined among the members for the subject to be shown effectively through a audio-visual material, and after repeated revision, it was finally made. The outline of the scenario is introduced in the sub-text which was prepared to enhance the effectiveness of the video tape as a teaching aid.

The video tapes are available in all three video formats: VHS-SECAM, VHS-PAI, and VHS-NTSC in English.

It is expected that the series of video tapes including this new version will be fully used as a teaching material for introducing and promoting Standardization and Quality Control at the company level effectively in the developing countries.

5. Remark

5.1 Seminar in Singapore

The 5th UNIDO seminar was implemented with a theme reflecting the world wide trend of establishing quality management system based on the harmonization of quality assurance system(ISO 9000 series) and total quality management.

In recent years, the idea that obtaining certification based on ISO 9000 series is the passport to the success in the international market has been generally accepted in the field of quality control. At the same time, more and more people are starting to recognize that in order to enhance international competitiveness of products, it is indispensable to implement total quality management, a concept which owes a lot to Japan in its development. Today, it has become a global trend to implement TQM as well as Quality Assurance System of ISO 9000 series.

With the above background, we set up the theme with a view point that the competitive quality created in the quality management system combined with TQM and ISO9000s is the key for trade promotion, and with the theme, the content of each presentation was decided.

As the evaluation report shows in ANNEX 2, the responses of participants to "Seminar content", "The usefulness of the seminar", "The quality of presentation", "Seminar programme", "Interpreters", etc. were very favorable, and as for the overall satisfaction with the seminar, about 73% of the respondents were "Very good" or "Good", and the other 27% were "Average", but "Poor" was zero. From the result of the evaluation, it is found that most of the participants showed their interests in each of the subjects, and they were satisfied with the seminar.

We think that such a good result would not have been achieved without the cooperation of the staff of SISIR, and wish to express our special thanks to them.

The UNIDO seminar has been conducted in each of the ASEAN countries (except Brunei) since 1990, and through the seminars, importance and basic concepts for promotion of TQM and Standardization have been presented in consideration of the international movement in the field of quality control and standardization.

However, under the situation that introduction of TQM and Standardization have been gradually promoted in the ASEAN countries, the expectation on the seminar to be conducted based on the present needs in the respective countries has been much more increased than ever. For the project to be developed furthermore, we think that it will be necessary to have a new understanding on the present needs of the ASEAN countries, and reflect the needs adequately in the projects in the future.

5.2 Video Tape

Since 1990, preparation of the video tapes, educational material which could take the role as navigator when introducing industrial standardization and quality control into a company, has been underway as a part of UNIDO Program.

So far four volumes of video tapes have been produced, and this fifth volume, titled "TQC-Business Management and Quality Control", marks the completion of the series. The prior four volumes are:

- Volume 1 Industrial Standardization and Quality Control
- Volume 2 Standardization
- Volume 3 Quality Assurance and Quality System
- Volume 4 Statistical Methods

We have been introducing the bases of standardization and quality control through each video tape. We now hope that the series will contribute to deeper understanding, and further expect that it will lay out the firm ground for the formation of standardization and quality control in the developing countries.

TQC presently employed in Japan was first based on the quality management with statistical methods, originally introduced from U.S., and later developed and implemented in a style which is suitable for Japan.

Though the fundamental aspects of quality management could be accepted universally, its successful implementation cannot be expected unless the system is applied and developed taking into consideration the situation of each country.

In the future, establishing quality management which is suitable for each country will be indispensable for their further expansion in developing countries.

INTERIM-REPORT

UNIDO Contract : 93 / 241 / VK
Project No. US / RAS / 93 / 062

Seminars on "Promotion and Application of ISO 9000 - Tokyo, Japan"
and on "Promotion and Needs Assessment on Standardization and
Quality Control - Singapore "

May 31, 1994

Japanese Standards Association

INTERIM-REPORT

UNIDO Contract : 93 / 241 / VK.

Project No. US / RAS / 93 / 062

Seminars on "Promotion and Application of ISO 9000 - Tokyo, Japan"
and on "Promotion and Needs Assessment on Standardization and
Quality Control - Singapore "

May 31. 1994

Japanese Standards Association

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APPENDIX 1. Report on UNIDO Tokyo Workshop

1. Background Information

United Nations Industrial Development Organization (UNIDO) informed Japanese standards Association (JSA) by its facsimile transmission No. 8063 dated 28 December 1993 that UNIDO selected JSA as "the subcontractor" for the execution of services for the UNIDO Project No. US/RAS/93/062 (UNIDO Contract No. 93/241/YK) at total all-inclusive cost US DLRS One Hundred Sixty Three Thousand (US\$ 163,000) payable in that currency.

2. Objective of the project

This project's objective is the promotion of the most important elements of standardization and quality control among ASEAN countries, aiming at developing their awareness and assessing their needs to achieve competitive quality through standardization and quality control. A special training component has been included, in the adequate application of ISO 9000, to prepare the countries for the competition on the international market and for the export process.

3. Subcontractor's duties

The services required for JSA (subcontractor) consist of the following three (3) duties:

- (1) to organize a seminar on "Promotion and Application of ISO 9000 Series" in Tokyo, Japan.
- (2) to organize a seminar on "Promotion and Needs Assessment on Standardization and Quality Control" in cooperation with the host organization in Republic of Singapore.
- (3) to develop a volume of audio-visual training material related to the project.

4. Scope of work

In accordance with the Article 3 "Scope of Work by Subcontracting Organization" in the Terms of Reference for Subcontracting Organization, ANNEX II of the Project Document dated 13 April 1993, the scope of the work of JSA is as follows:

- A- The subcontracting organization will be directly responsible for coordinating with local authorities and Singapore counterparts in connection with both seminars.
- B- Preparation of documents on ISO 9000 and other working material for the 10 participants of the Tokyo ISO 9000 Seminar.
- C- Preparation of working material according to the agreed programme, to be mailed two weeks in advance to the 120 participants of the Singapore Seminar, with specific information on the Japanese experience on promoting a firm basis for industrialization through standardization and quality control techniques.
- D- Selection of lecturer(s) for the Tokyo ISO 9000 Seminar and other administrative preparations.
- E- Five lecturers (experts) from Japan, selected according to project objectives and programme (see attached schedule), qualified to promote the importance of rationalizing production processes in developing countries through standardization. The subcontractor must provide travelling and DSA costs.
- F- Preparation of a further volume of audio-visual training material, including a video tape in three international systems (PAL, SECAM, NTSC). There will be a special lecture in the seminar on the utilization of this material on a permanent basis, by Government and regional bodies in developing countries, to support their industrialization efforts through the transfer of Japanese technology, know-how and experience in this field.

G- For the Singapore Seminar : Travel and DSA for five persons as support staff, which could be divided as follows:

- Two persons to concentrate on advance preparations, including negotiations with Singapore authorities.

- Three persons to support direct seminar activities.

H- Logistics and technical services, assuring availability of local administrative support personnel.

5. Progress of the project

(1) The Tokyo Workshop

It was successfully completed on 21 to 22 February, 1994. The result of the Workshop is described in APPENDIX 1.

(2) The Seminar in Singapore

We are now in the preparatory stage to hold the Seminar aiming at deepening Top management's understanding on the importance of TQM, in cooperation with the host organization in Republic of Singapore (Singapore Institute of Standards and Industrial Research : SISIR) in the last part of October, 1994.

The details for the forthcoming seminar will be decided later through consultation with SISIR.

(3) Development of Audio- Visual Training Material

We have already started necessary preparation to produce a volume of audio-visual training material (video tape : fifth volume in English) in three international systems (PAL, SECAM, and NTSC) concerning the TQM (Total Quality Management).

We have set up a committee for this purpose so that the video can be submitted to UNIDO by the end of this year.

6. Activities and Achievements

The UNIDO Tokyo Workshop

The Workshop was carried out as follows:

Preparatory work

Before the Workshop, JSA organized a committee concerning this in consultation with AIST, MITI, and carried out the following substantial and organizational activities as the preparatory works :

Substantial activities

- ① Preparation of provisional program including technical visit
- ② Preparation of draft agenda
- ③ Preparation of the necessary volume of documents
- ④ Preparation of all necessary equipment
(Photocopy machines, word-processors, microphones and OHP etc.)
- ⑤ Permanent coordination with UNIDO Headquarters by facsimile and telephone
- ⑥ Communication with the representatives of ASEAN countries requesting submission of their country reports
- ⑦ Preparation of documentation in coordination with speakers and participants
- ⑧ Other miscellaneous services concerned

Organizational activities

- ① Decision of venue
- ② Hotel booking for the participants from ASEAN countries
- ③ Other miscellaneous services concerned

At the Workshop

JSA in consultation with AIST, MITI, carried out the following activities during the Workshop:

- ① Provide local Japanese expertise
- ② Registration work for the representatives from ASEAN countries.
- ③ Secretary services, such as transportation, information, copying and distributing documents and minutes reporting etc.
- ④ Other miscellaneous services concerned

In this Workshop 12 representatives from 6 ASEAN countries (Brunei, Indonesia, Malaysia, the Philippines, Singapore, and Thailand) . 1 representative from UNIDO Headquarters and 8 Japanese representatives, headed by Mr. T. Mukai, Director General of Standards Dept., AIST, MITI, participated.

They exchanged views and had a series of discussions focusing on education and training on ISO 9000 and Total Quality Management (TQM), which are indispensable for the improvement of Quality of industrial products.

7. Remarks

In order to promote the cooperation among ASEAN countries for development in the fields of quality control and standardization, it is important to grasp properly the actual condition and needs in these fields in each country and to build up systems for cooperation based on them.

From this point of view, the reports relating to TQM education in each country presented by the experts from ASEAN countries this time were very helpful in understanding the actual conditions in each country with respect to the education and training. Besides, the exchange of opinion between the ASEAN representatives and the Japanese experts was of vital importance in looking for the direction of the system for cooperation with ASEAN countries in the future.

In the next UNIDO seminar scheduled to be held in Singapore, it is expected that the enhancement of capability of standardization and quality management in ASEAN countries will be discussed furthermore taking into consideration the result of the Workshop.

Finally, we would like to express our thanks to UNIDO, MITI, and the participants from ASEAN countries for their cooperation that made the seminar successful.

Report on UNIDO Tokyo Workshop

1. Outline of the Workshop

The UNIDO Tokyo Workshop was held on 21 and 22 February, 1994 at the Shiba Park Hotel IRIS Room, Tokyo.

Representatives from 6 ASEAN countries and Japan attended the workshop and are shown in the participants list attached as ANNEX 1.

The workshop proceeded in accordance with the agenda shown in ANNEX 2.

21 February 1994

The workshop commenced with the welcome speech by Mr. Tamotsu Mukai, Director-General of the Standards Dept., AIST, MITI and was followed by the address from the representative of UNIDO, Mr. Goeran Appelgren

Mr. Kunio Inoue, Director for International Standardization Affairs, AIST, MITI was appointed as the chairman and called upon the representative of each country in order to introduce the present situation of education and training on ISO9000 and Total Quality Management.

SESSION I REPORT FROM EACH COUNTRY ON THE PRESENT SITUATION
OF EDUCATION AND TRAINING ON ISO9000 AND TOTAL QUALITY
MANAGEMENT

(1) Report on the Quality Education in Japanese industries

Dr. Yoshio Kondo reported on the Company wide education and training of QC as an essential element for successful CWQC (See ANNEX-3).

(2) Report on the education on TQM and ISO 9000 in Japan

Mr. Masanobu Kawamura reported on the education concerning TQM and ISO9000 conducted in enterprises and professional organizations of education in Japan (See ANNEX-4).

(3) Report on the development of Quality Education in ASEAN countries

Mr. Noriaki Kano reported on crisis consciousness and Top management leadership as a moving force for TQM promotion (See ANNEX-5).

(4) Report on the present situation in Brunei

Ms. Pengiran Haji Matusin bin Haji Matasan reported on the promotion and the application of ISO 9000 in Brunei (See ANNEX-6).

(5) Report on the present situation in Indonesia

Mr. Herudi Kartowisostro reported on the education and training program in promoting standardization and Quality Management in Indonesia (See ANNEX-7).

(6) Report on the present situation in Singapore

Mr. Raymond KH Cheung reported on the present situation of education and training on Total Quality Management in Singapore (See ANNEX-8).

22 February 1994

(7) Report on the present situation in Philippines

Ms. Melba M. Valdez reported on the present situation of Education and Training on Total Quality Management in Philippines (See ANNEX-9).

(8) Report on the present situation in Malaysia

Mr. Lam Teng Chee reported on implementation and promotion of ISO 9000 and TQM in Malaysia (See ANNEX-10).

(9) Report on the present situation in Thailand

Ms. Kanya Sinsakul reported on the present situation of Education and Training on Total Quality Management in Thailand (See ANNEX-11).

SESSION II DISCUSSION CONCERNING ASEAN-JAPAN COOPERATION FOR TRAINING EDUCATION OF TQM

(1) A study on training and education of TQM in Malaysia, Singapore and Thailand

Mr. Masaru Sekiguchi proposed TQM promotion plan for Industrial Development in ASEAN countries (See ANNEX-12).

(2) Consideration for TQM cooperation project

Mr. Kunio Inoue reported on possible Cooperation schemes based on the requirements from ASEAN countries (See ANNEX-13).

The possible cooperation plans for promotion of TQM in ASEAN countries, which were proposed by Mr. M. Sekiguchi and Mr. K. Inoue, were mainly accepted by the representatives of ASEAN countries, and it was concluded that the actual implementation plans should be proceeded in consideration of present condition and needs in this field in each country.

SEMINAR EVALUATION FORM

UNIDO Seminar

on

" TOM AS A STRATEGY FOR TRADE PROMOTION "

To enable the organizers to evaluate the success of this seminar and to plan future events would you please complete the following questionnaire and return it to the Secretariat before the end of the Seminar.

Please provide the following information about yourself:

5 Government & State Enterprises

6 Private Sectors

1 Tiles & Sanitary Appliances

Textiles

Electric Cables & Conductors

Paints & Chemical Products

Iron, Steel & Metal Products

1 Foods

Plastics & Non-Ferrous Materials

Concrete & Construction Materials

Cosmetics

Medical Equipment

Machinery & Vehicles

1 Electric Appliances

3 Others (please specify) 1. IT
2. Manufacturer of printed circuit board
3. Diagnostic kits

Are you knowledgeable in ISO 9000 and TQM?

8 Knowledgeable

2 Some Knowledge

1 None

1 Seminar Content

For each session, did the presentation adequately cover the subject?

Please tick Yes or No. If your answer is NO, please explain.

Yes NO

SPECIAL SESSION FOR
TOP MANAGEMENT

Paper 1 : Restructuring of Japanese Industry & the New Quality Strategy. 10 _____

Paper 2 : Prerequisites for World Class Quality. 8 1 _____

SESSION I

TOTAL QUALITY MANAGEMENT

Paper 1 : Importance of Human Aspect in Company - Wide Quality Control. 1 _____

Paper 2 : TOM as a Means for Achieving the Most Competitive Quality. 5 6 _____

Paper 3 : TOP Promotion in a Company. (Case Study). 8 _____

SESSION II

TQM & ISO 9000

- | | | | |
|---|--|--------------------------|-------|
| Paper 1: Relationship between TOM & ISO 9000 - Japanese Perspective. | <input checked="" type="checkbox"/> 10 | <input type="checkbox"/> | _____ |
| | | | _____ |
| Paper 2: Implementing TOM & ISO 9000 in a Company. (Case Study) | <input checked="" type="checkbox"/> 9 | <input type="checkbox"/> | _____ |
| | | | _____ |
| Paper 3: Quality & Productivity Improvement beyond the Quality Management System (QMS). | <input checked="" type="checkbox"/> 9 | <input type="checkbox"/> | _____ |
| | | | _____ |
| Paper 4: Implementation of TOM in Singapore Companies through the TQP Approach. | <input checked="" type="checkbox"/> 10 | <input type="checkbox"/> | _____ |
| | | | _____ |

Please state any further subjects which you would have liked to see included in the programme.

2. Please rate the relevance/usefulness of the Seminar to you.

- | | | | |
|---------------------------------------|-----------------|---------------------------------------|--------------|
| <input checked="" type="checkbox"/> 1 | Very Worthwhile | <input checked="" type="checkbox"/> 8 | Worthwhile |
| <input checked="" type="checkbox"/> 2 | Some value | <input type="checkbox"/> | Little value |

3. Please rate the quality of presentation of speakers (in general).

1 Very good 6 Good
 4 Average Poor

4. Seminar Programme

Are you satisfied with the following? Please tick Yes or No.

	Yes	No
- Documentation and papers	<input checked="" type="checkbox"/> 10	<input checked="" type="checkbox"/> 1
- Seminar timing	<input checked="" type="checkbox"/> 9	<input checked="" type="checkbox"/> 2
- Seminar duration	<input checked="" type="checkbox"/> 10	<input checked="" type="checkbox"/> 1
- Time allocated per session	<input checked="" type="checkbox"/> 8	<input checked="" type="checkbox"/> 3
- Number of participants	<input checked="" type="checkbox"/> 7	<input checked="" type="checkbox"/> 3
- Reception	<input checked="" type="checkbox"/> 11	<input type="checkbox"/>
- Venue	<input checked="" type="checkbox"/> 11	<input type="checkbox"/>

5. Advance Information About the Seminar

Was there sufficient notice given about the Seminar?

8 Yes 3 No

6. Interpreter

Are you satisfied with the consecutive interpretation given?

Yes No

7. Please rate your overall satisfaction with the Seminar.

Very good Good

Average Poor

8. Other comments

Please write below any further comments you may have which would help the organizers in the planning of similar events.

Please leave this evaluation form at the seminar reception desk on your way out.

Thank you.

SEMINAR EVALUATION SUMMARY ATTACHMENT

UNIDO Seminar on " TQM AS A STRATEGY FOR TRADE PROMOTION"

Special Session For Top Management

Paper 1 : Restructuring of Japanese Industry and the New Quality Strategy.

Comments :

- a) Simplified slides and transparencies needed to convey ideas.
- b) Use of 'small' giant is relevant and useful.

Paper 2 : Prerequisites for World Class Quality.

Comments :

- a) Selected keypoints need to be highlighted.

Session I

Total Quality Management

Paper 1 : Importance of Human Aspect in Company -Wide Quality Control.

Comments :

- a) Would like case studies to be highlighted.
- b) Perceptive and thoughtful.

Paper 2 : TQM as a Means for Achieving the Most Competitive Quality.

Comments :

- a) Slides presentation are too complicated.
- b) Too complicated.

Paper 3 : TQP Promotion in a Company (Case Study)

Comments :

- a) Very interesting, should suggest more of such sharing for the future seminar.
- b) Practical insights.

Session II

TQM & ISO 9000

Paper 1 : Relationship between TQM & ISO 9000 - Japanese Perspective.

Comments :

- a) Would like to have parallel survey in Singapore.

Paper 2 : Implementing TQM & ISO 9000 in a Company

Comments :

- a) Fairly brief.
- b) Very good concept that we can learn from.

Paper 3 : Quality & Productivity Improvement beyond the Quality Management System (QMS)

Paper 4 : Implementation of TQM in Singapore Companies through the TQP Approach.

Comments :

- a) Very clean and concise.
- b) Simple and thought provoking

Please state any further subjects which you would have liked to see included in the programme.

Comments :

- a) More sharing of experience especially from local successful companies including MNC. Video screening is also a good way of generating interest.
- b) Regional obstacles and achievements of ISO 9000 implementation since 1990's - informative thought-sharing on current trend, perspective and outlooks for the future for the region.
- c) How to build "QUALITY CULTURE" through shared experience or 'models' from successful practitioners in the industry.

Please write below any further comments you may have which would help the organizers in the planning of similar events.

Comments :

- a) To improve the publicity and also earlier notice as my company received the notice about 2 weeks before. I felt many have missed this opportunity to attend such a wonderful seminar - either they are unaware or may not have sufficient time for the co. to process the application.
- b) As a trade means to enter Japan market, the talks by the speakers were too vague and general. We need to have an "active" viewpoint.
- c) An exchange forum involving local Singapore companies that sells in Japan and Japanese companies here in Singapore that do the same. It would be useful to me to have their own viewpoints of their system.
- d) Would like more support attendance from local Singapore offices for regional.
- e) Basically the content of paper is too brief and the participants are not many - may be due to short time notice.
- f) A good balance and good Japanese speakers.
- g) Presenters should try to make the slide as simple as possible and the text in the slide should be as large as possible.
- h) Presenter should minimise reading notes.
- i) More high-tech presentation eg. use of computers, videos.

j) TV, press + other media to promote public awareness and information (esp. to other ASEAN participating members).

SEMINAR ON TQM AS A STRATEGY FOR TRADE PROMOTION
28 - 29 NOVEMBER 1994

PARTICIPANTS LIST

S/N	NAME	COMPANY	TEL	TOP MGT	MIDDLE MGT	FREE	1/2 DAY	2 DAY
1.	Mr Woon Kin Chung	National Productivity Board	2793737	Director		✓		
2.	Mr Eric Lee	Oversea-Chinese Banking Corporation Ltd	5301201	Senior Vice-President		✓		
3.	Mr Henry Heng	National Productivity Board	2793606	Director		✓		
4.	Mr Chong Kam Tuck	SISIR	7729502	Deputy Director		✓		
5.	Mr Yash Paul Gupta	Seagate Technology International		Deputy Chairman		✓		
6.	Mr Cyrille Tan	United Workers of Electronics & Electrical Industries	4402338	General Secretary		✓		
7.	Mr Nicholas Ng	Singapore Cables Manufacturers (S) Pte Ltd	2655930	Deputy General Manager		✓		
8.	Ms Audrey Ho	Mount Elizabeth Hospital	7372666	Strategic Development Manager		✓		
9.	Mr Henri Chan	Potex Enterprises Pte Ltd	2658330	General Manager		✓		
10.	Ms Lena Kua	SISIR	7729539	Manager		✓		
11.	Mr Lim Kay Kong	Prima Ltd	2728811	R&D Manager		✓		
12.	Mr Leong Wing Fatt	National Institute of Education	4605213	Lecturer		✓		
13.	Mr Tay Han Pheng	Construction Industry Development Board	3228240	Assistant Manager		✓		
14.	Mr Bernard Chan	Association of Accredited Advertising Agencies	2229331	President		✓		
15.	Dr Luis Caingo	Nanyang Technological University (Division of Human Resources & Industrial Management)	7991141	Senior Lecturer		✓		
16.	Mr Tan Kwee Hian	Housing and Development Board	2797200			✓		
17.	Mr Ken Hickson	Institute of Public Relations	3391066			✓		
18.	Mrs Tan May Yan	Ministry of Finance	2721655	Central Procurement Officer		✓		
19.	Mr Clarence Heng	Tri-M Technologies (S) Pte Ltd	2929293	Director		✓		
20.	Dr Tang Loon Ching	National University of Singapore (Dept of Ind'l and Sys. Engrg)	7726648	Lecturer		✓		
21.	Mr Roland Tan	Motorola Electronic Pte Ltd	4862211	Quality Director		✓		
22.	Mr Cherian Thomas	Service Quality Centre Pte Ltd	7555372	Principal Consultant		✓		
23.	Mr Teo Nam Kuan	Novo Quality Services Pte Ltd	7771855	Managing Director		✓		
24.	Mr Lim Chin Jit	Economic Development Board	3362288	Head, Mfg systems Group		✓		

25.	Dr Lawrence Loh	National University of Singapore (Research Centre)	7723161	Director, Productivity and Quality		✓		
26.	Mr Cheong Mun Sang	Ngee Ann Polytechnic (The Centre for Quality)	4460676	Director		✓		
27.	Mr Lincoln Sim	Singapore Quality Institute	7474721			✓		
28.	Mr Wong Peng Kin	Jurong Shipyard	2653275	General Manager (Personnel)		✓		
29.	Mr Ooi Ian Bok	Economic Development Board (Manpower & Capability Dev. Division)	3306701	Deputy Director		✓		
30.	Mr Ng Aik Hong	SISIR (Quality Strategy Dept.)	7729666	Senior Programme Director		✓		
31.	Mr Sunny Chin	Singapore Industrial Automation Association	3601564			✓		
32.	Mr Danny Lim	National Productivity Board	2793721	Director		✓		
33.	Mr Stelian Georg-Cosh	Temasek Polytechnic	7315326	Ag Course Manager		✓		
34.	A/P Tan Chin Tiong	National University of Singapore	7723058	Head, Dept of Mktg		✓		
35.	Mr John Lu	Singapore Chinese Chamber of Commerce & Industry	2652711			✓		
36.	Mr Alan Lim	SISIR (Quality Strategy Dept.)	7729790	Programme Executive		✓		
37.	A/P Toh Thian Ser	Nanyang Technological University	7995661	Vice Dean		✓		
38.	Dr Anthony Wong	Singapore Quality Institute	7304232			✓		
39.	Mr Roney Tan	Service Quality (SQ) Centre Pte Ltd	7555372	General Manager		✓		
40.	Ms Irene Legay	S.I.T.A.	5407660	Assistant General Manager			✓	
41.	Mr Eichi Tamura	Meiden Quartz (S) Pte Ltd	2731088	Managing Director				✓
42.	Mr Ralph Chan Kok Wai	Meiden Quartz (S) Pte Ltd	2731088		Administration Manager			✓
43.	Mr Beh Chin Hwa	Meiden Quartz (S) Pte Ltd	2731088		Engineering Manager			✓
44.	Mr Jeffrey Tan Siak Haw	Meiden Quartz (S) Pte Ltd	2731088		Production Controller			✓
45.	Mr Phua Swee Hoe	Mold Technic Pte Ltd	2965996	Managing Director				✓
46.	Ms Tan Beng Hwee	Hitachi Chemical (S) Pte Ltd	5428511 Ext 14		QA Manager			✓
47.	Mr Lee Kong Ann	Maxtor Peripherals (S) Pte Ltd	4801804		QA Manager			✓
48.	Mr Jonathan Tan	Jurong Marine Contractors Pte Ltd	6635644		Assistant Operations Manager			✓
49.	Mr Philip Thong	Aztech Systems Ltd	7417211		Engineering Development Manager			✓
50.	Mr Quek Aik Teng	National Productivity Board	2793721		Senior Consultant	✓		
51.	Mr Allan Ung	National Productivity Board	2793721		Consultant	✓		
52.	Mr Wong Wai Nam	National Productivity Board	2793721	Managing Consultant		✓		
53.	Mr Johnson See	Kone Elevator Pte Ltd		General Manager		✓		

54.	Mr Goh Ah Bee	Leica Instruments (S) Pte Ltd		Managing Director		✓		
55.	Mr Alex Wee	Mobil Oil (S) Pte Ltd			Manager	✓		
56.	Mr Quek Gim Chuah	Singapore Aerospace Ltd	3806715		Asst. Manager			✓
57.	Mr Steven Tan	Singapore Institute of Standards and Industrial Research	7787777		Deputy Manager (CMC)	✓		
58.	Mr Sim Boon Chai	JVC Electronics (S) Pte Ltd			Asst. Manager	✓		
59.	Mr Kwan Yin seng	JVC Electronics (S) Pte Ltd			Asst. Manager	✓		
59.	Mr Steven Lam	Sugihara Singapore (Pte) Ltd			Manager	✓		
61.	Ms Chuang Jee Choo	Television Corporation of Singapore Pte Ltd	3503244		Manager			✓
62.	Mr Laurence Lim	Mobil Oil (S) Pte Ltd			Manager	✓		
63.	Mr Adrian de Jong	Genelabs Diagnostics Pte Ltd	7750008		QC Manager			✓
64.	Ms Hiu Siow Li	Genelabs Diagnostics Pte Ltd	7750008		Production Manager			✓
65.	Mr Lim Kee Tiong	Genelabs Diagnostics Pte Ltd	7750008					✓
66.	Dr Lim Poh Yam	Genelabs Diagnostics Pte Ltd	7750008					✓
67.	Mr Tan Swan San	Genelabs Diagnostics Pte Ltd	7750008	Head QA				✓
68.	Mr Helmut Gaisberger	Le Meridien Singapore	7338855	General Manager				✓
69.	Mr Jean-Marc Panossian	Le Meridien Singapore	7338855	Resident Manager				✓
70.	Mr Henry Tan	Mitsubishi Belting (S) Pte Ltd	2653933		Plant Manager			✓
71.	Mr Tam Joon Chee	Rayco Rubber Mig Co Pte Ltd	2800366		QA Engineer			✓
72.	Mr Katsuki	Matsushita Electronics (S) Pte Ltd	2401733		Advisor		✓	
73.	Mr Chan Kok Liang	Matsushita Electronics (S) Pte Ltd	2401733		Senior Manager		✓	
74.	Mr Chua Sze Wey	Singapore Institute of Standards and Industrial Research	7729682		Senior Engineer	✓		
75.	Ms Barbara Voon	Singapore Institute of Standards and Industrial Research	8701847		Engineer	✓		
76.	Mr Tee Siew Kiong	Mechem Engineering and Trading Co Pte Ltd	4553548	General Manager			✓	
77.	Mr Tan Hwee Kuang	Eibiru Electronics Pte Ltd	2583725		QA Manager			✓
78.	Dr Mohd. Yusoff Zakaria	Standards and Industrial Research Institute of Malaysia	5505881	Director of Standards and Quality				✓
79.	Mr Alfred Toh	Singapore Computer Systems Ltd	2403360		Manager			✓
80.	Mr Steven Lee	Singapore Institute of Management	8706184	TQM Group Member		✓		
81.	Mr James Lau	Singapore Institute of Management	8706184	TQM Group Member		✓		
82.	Mr William Ang Wee Ping	Singapore Institute of Management	8706184	TQM Group Member		✓		
83.	Ms Azlina Bte Selamat	Singapore Institute of Management	8706184	TQM Group Member		✓		
84.	Mr Ken chew Houng Sze	Singapore Institute of Management	8706184	TQM Group Member		✓		
85.	Mr George McAffer	CSA				✓		
86.	Mr Jimmy Lau	UI International Services Limited				✓		
87.	Mr Kong Ah Mun	Singapore Polytechnic	8706129		Lecturer			✓

88.	Ms Lillian Teoh	NOVO Quality Services Pte Ltd	7729591	Quality Training Manager		✓		
89.	Mr Fred Gan	SISIR	7787777	Senior Manager		✓		
90.	Ms Lynce Low	SISIR	7787777		Senior Engineer	✓		
91.	Mr Loh Wah Sing	SISIR	7787777	Deputy Director		✓		
92.	Ms Nicky Tay	SISIR	7787777	Deputy Director		✓		
93.	Mr Peter Leong	SISIR	7787777	Director		✓		
94.	Mr Raymond Cheung	SISIR	7787777	Director		✓		
95.	Mr Tan Kia Tong	SISIR	7787777	Senior Manager		✓		
96.	Mr Chong Kam Tuck	SISIR	7787777	Director		✓		
97.	Dr C.S. Lim	SISIR	7787777	Principal Technical Officer		✓		
98.	Dr T.G. Peck	SISIR	7787777	Senior Scientific Officer		✓		
99.	Ms M.W. Chua	SISIR	7787777	Senior Scientific Officer		✓		
100.	Mr T.H. Wong	SISIR	7787777	Senior Officer		✓		
101.	Ms Ng Ask Hong	SISIR	7787777		Senior Project Executive	✓		
102.	Mr Lim Shih Mean	SISIR	7787777		Engineer	✓		