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22003

FINAL REPORT

UNIDO Contract: 96/096/VK

Project No. US/RAS/96/055

Awareness Building Seminars/Workshops and Company
Diagnosis on the Implementation of Standardization and
Total Quality Management in ASEAN countries

1998

Japanese Standards Association

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1. Background information

United Nations Industrial Development Organization (UNIDO) informed Japanese Standards Association (JSA) by facsimile transmission No. 9661 dated May 28, 1996 that UNIDO selected JSA as "the subcontractor" for the execution of services for the UNIDO project No. US/RAS/96/055 (UNIDO Contract No. 96/096/VK) at total all-inclusive cost US DLRS Three Hundred Thirty Eight Thousand (US\$338,000) payable in that currency.

2. Objective of the project

The project is aimed at sharing the experience of Japan in the area of standardization and total quality management with relevant governmental institutions and private industry in the ASEAN countries.

A particularly important element of the project activities will be diagnostic work at the enterprise level in regards to the implementation of standards and total quality management in the ASEAN region.

Through the project, it is expected that TQM at the company level in the ASEAN countries will be promoted, and eventually that promotion will bring further development in standardization and quality control in all ASEAN countries.

3. Subcontractor's duties

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

- (1) to organize a forum on Total Quality Management in Tokyo, Japan
- (2) to conduct diagnostic survey on implementation of standardization and TQM at the company level in Indonesia, The Philippines and Singapore.
- (3) to organize a top management seminar on the significance of TQM for improving company competitiveness.
- (4) to organize a middle management seminar on the importance of promoting TQM in a company , based on the evaluation of the diagnostic survey.
- (5) to develop a volume of training material related to the project.

4. Activities and achievements

4.1 Tokyo Forum

The UNIDO Tokyo Forum, 1996 on "QC Training for Introduction and Promotion of TQM in a Company" was held on July 10 through 12, 1996 at Zenkoku Chouson Giin Kaikan and at AIST of MITI (on July 12) in Tokyo. (Program: Appendix 1)

Prior to the forum, JSA in consultation with AIST of MITI set up a steering committee to make preparations. At the forum, attended by 15 participants from 7 ASEAN countries, 4 Japanese experts of TQM presented papers on TQM and QC education and training. The program included a tour to Yokogawa Electric Corporation to observe the company's QC education and training practices.

On the last day, the participants discussed technical cooperation for TQM promotion among ASEAN countries. They exchanged views on issues ASEAN countries are now facing and they confirmed that the joint works would be necessary in future: these include holding top management seminar on importance and basic concept of TQM, holding middle management seminar on how to promote TQM adequate for ASEAN countries, training local experts and developing TQM education and training materials useful for ASEAN countries.

Please refer to the progress report I dated May, 1997.

4.2 Company diagnosis

The company diagnosis were conducted in cooperation with local agencies of Indonesia (DSN), The Philippines (BPS) and Singapore (PSB). 5 companies in Indonesia, 5 in the Philippines and 3 in Singapore were diagnosed.

(Diagnosed companies: Appendix 2).

The problems found were analyzed by a diagnosis committee. Obstacles in TQM promotion in those countries were also discussed and proposals were made.

The committee found that (1) top and senior managers lack an adequate understanding and awareness of their roles, (2) middle managers and supervisors lack an understanding of specific activities and method of TQM, (3) the work environment is not conducive to acquiring a consciousness of quality, and (4) TQM activities are not being promoted systematically throughout company.

Please refer to the combined progress report II and III dated July, 1997.

4.3 TQM Seminars in Indonesia

The analysis of the diagnosis resulted in three types of seminars to which two individuals from each ASEAN countries were invited. The ASEAN representatives included managers from diagnosed companies in Thailand, Malaysia, Indonesia, the Philippines and Singapore and from local companies in Brunei and Vietnam.

(1) "Open Top Management Seminar" (November 6, 1996 in Jakarta)

The purpose of the seminar was to provide top and senior management with knowledge and the way of thinking to promote TQM. The seminar was attended by 110 top and senior managers of local private companies.

(2) "Open Seminar for Middle Management" (February 18 and 19, 1997 Surabaya)

"Basis of Total Quality Management Promotion" was presented to make middle managers and foremen aware of their roles and responsibilities in promoting TQM. The seminar was joined by 67 middle managers and foremen.

(3) "Closed Seminar for Top and Middle Management of Representative Companies"

(November 7 and 8, 1996 in Jakarta and February 19 and 20, 1997 in Surabaya)

The roles and responsibilities of top and middle management in promoting TQM as well as specific day-to-day TQM activities were discussed.

The seminars were attended by 24 managers of ASEAN representative companies in Jakarta and 31 in Surabaya.

All seminars were prepared and conducted successfully by JSA in cooperation with DSN. In order to access the participant's reactions and opinions about the open seminars, questionnaires were prepared in cooperation with DSN and distributed to all participants of the seminars.

Please refer to the combined progress report II and III dated July, 1997

4.4 Training Materials Development

The training material entitled “The Quality Control and Improvement Approach” has been developed by the Japanese Standards Association in order to fulfil its obligation as laid out in the clause 3. (5) in this report. The book was developed by a committee of experts, each with many years of TQM experience, established by JSA. The committee, mindful of the fact that major industries in the developing countries are mostly manufacturing industries and that these manufacturers still remain unable to compete in the markets, selected topics for inclusion into the book by focusing their attention on building quality into the production process to contribute to raising the quality of products.

The book was written by a sole author, originally edited in Japanese and translated into English after the committee discussed. In the final edition, examples of TQM practices at the company level were added.

This book will provide explanations on basic concepts and ways to promote the quality improvement in the production lines of companies and thus serve as a guidance document for promoting effective TQM. (Training material: Appendix 4)

5. Remarks

Education and training are the factors which have contributed the most to the remarkable progress in quality control which Japanese industries achieved after World War II.

Improving the human resource capabilities, from top management to workers, is essential for successfully introducing and promoting TQM at the company level.

Since ASEAN countries are well aware of the importance of education and training, they realize that fostering SME's is a top priority. However, one of major issues of promoting TQM, common to all ASEAN countries, is a lack of quality consciousness of each individual involved in manufacturing.

In the Tokyo Forum, how to promote TQM education and training was presented and discussed based on the experience of Japanese companies. It is likely that the participants well understood how and what kind of education and training should be done on a daily basis in a company.

The company diagnosis in the three countries provided not only understanding of the current situation of implementation in those countries but also led to discovery of latent problems and means to improve them. According to the analysis of the diagnosis, three proposals, common to those countries, have been made, i.e., needs of education for top and middle management, establishment of TQM education office and TQM education and training for all levels of managers and workers.

Based on the result of the diagnosis, the top and middle management seminars were organized in Indonesia so that the presentations would indicate the appropriate direction of TQM promotion.

The evaluation report of questionnaire collected during the seminars clearly indicated that the participants were satisfied with the presentations. We believe that the seminars could well motivated the participants to promote TQM.

The training material was edited by a committee organized by JSA with experienced experts. The examples of TQM practices at the company level were added so as to make it practical and adequate for day-to-day quality control activities.

UNIDO TOKYO FORUM, 1996
(A g e n d a)

Date : 10th, 11th and 12th July, 1996

Place : -ZENKOKU CHOUSON GIIN KAIKAN 7F, Room No.4 (on 10th and 11th July)
-AIST, MITI 3rd floor, Room No. 346, Tokyo (on 12th July)

Theme : -QC training for introduction and promotion of TQM in a company
-Technical cooperation in the field of TQM among the AESAN countries in the future

Wednesday, 10th July, 1996

10:00-10:10 Opening Address

by Mr. Akihiro Masuda

Deputy Director General for Standards Affairs

Standards Department, AIST, MITI

by Mr. Anthony Bromley

Senior Industrial Development Officer & Member of UNIDO Quality Team
Investment and Technology Promotion Division, UNIDO

10:10-11:40 Presentation

Organization for TQM introduction to a company

by Mr. Akira HARADA

Counselor, OHKEN ASSOCIATES

11:40-13:10 Get together Lunch : at the restaurant

" KONGO-HUNTEN (Chinese Restaurant) "

(B1 TOKYO DIAMOND HOTEL main building)

13:10-14:40 Roles and responsibilities of managers in QC education and training

by Mr. kazuo OZEKI

Director, NSK BUSINESS SUPPORT LTD.

14:40-14:55 Coffee/Tea Break

14:55-16:25 How to implement QC education and training for workers

by Mr. Tadashi SUGIURA

Head of QCC Group, Quality Assurance Department

YOKOGAWA ELECTRIC CORPORATION

Wednesday, 10th July, 1996

18:30-20:00 Welcome Party

at the restaurant " HINOKI " (2F TOKYO DIAMOND HOTEL main building)

Thursday, 11 July

09:00-10:30 Promotion of quality control education for subsidiaries

-Case study of Matsushita Electric Industries Co.,Ltd

by Mr. Shinya TSUTSUMI

TQM consultant

10:30-11:15 UNIDO Presentation

by Mr. Octavio Maizza-Neto

Senior Industrial Development Officer & Chairman of UNIDO Quality Team, Human Resource, Enterprise and Private Sector Development Division, UNIDO

11:20-12:20 Get together Lunch : at the restaurant " PLUMERIA "

(1F TOKYO DIAMOND HOTEL Annex)

12:20- Leave Tokyo Diamond Hotel by chartered bus for Yokogawa Electric Corporation

13:30-16:30 Technical Visit : Yokogawa Electric Corporation

Purpose of visit: Observation of implementation of QC education and training in a company and exchanging opinions with managers

Friday, 12 July

10:00-15:00 Discussion on technical cooperation in the field of TQM in the ASEAN countries

Diagnosed companies

Diagnosed companies in Indonesia	
Company	Manufacturing product
Company A	Automotive component parts
Company B	Automotive component parts (mainly radiators, filters)
Company C	Automotive foundry components (pulleies, intakes and exhaust manifolds, flywheels, brake drums) machinery processing and elbows for piping
Company D	Galvanizing (silver or rainbow) of a automotive accessories, sheet metal components, telephone components and parabola antennas
Company E	Telephone and electric cables
Diagnosed companies in the Philippines	
Company	Manufacturing product
Company A	Bulbs, righting fixture and shower enclosures
Company B	Zippers, polyester, plastic, metal
Company C	Wiring harnesses, power cords and wiring heaters
Company D	Terra-cotta items
Company E	Cans for industrial use
Diagnosed companies in Singapore	
Company	Manufacturing product
Company A	Container, fabricated cabins and prefabricated housing
Company B	Printed circuit board assemblies, OEM and cable/wire harnessing
Company C	Precision rubber components

LECTURER PROFILE

Mr. Yoichi Koizumi

He joined Nippon Zeon Co., Ltd. in 1962 and worked in the Engineering Department to promote process design and plant construction.

It was in the promotion office that he played a leading role in the company-wide promotion activities when his company won the PM Prize in 1982. Mr. Koizumi also made great contributions to his company's winning of the Deming Prize in 1985.

In 1990 he was assigned in the Quality Assurance Department in the head office and was later appointed the Group Leader for Quality Assurance in 1993. He was responsible for TQM promotion activities and staff education when his company obtained ISO 9000 certification. He currently holds assessor qualifications for ISO 9000 certification and is a leading figure actively involved in activities for promoting Total Quality Assurance.

Mr. Herman Z. Latif

He is the President of PT Krama Yudha Kesuma Motors, Chairman of Indonesian Automotive Industries Association - GAIKINDO, Vice President of PT Krama Yudha Tiga Berlian, and Vice President of PT Prabu Jaya Persada. He was graduated in Civil Engineering ITB-Bandung and Electrical Engineering KEIO University-Tokyo. He is also involved and instrumental in policy making to assist Ministry of Industry and Trade, Ministry of Communication and other government agencies.

Mr. Masato Suuchi

He is the President of Komatsu Information Providing-K.I.P. Ltd., joined Komatsu Ltd. Japan, in 1960 as an engineer. He worked for Komatsu until 1985, first as a staff member and later as a manager of several Komatsu operations. At the same time, he was appointed as TQM promoter of each workplace and promoted TQM in the company mainly in the fields of design control, quality assurance, sales and after sales service.

He was appointed as the President of Komatsu Indonesia in 1985 and vigorously promoted TQM, until 1992

SEMINAR ON TOTAL QUALITY MANAGEMENT FOR TOP AND SENIOR MANAGEMENT



Sponsored by
United Nations Industrial Development
Organization (UNIDO)
and
Ministry of International
Trade and Industry (MITI), Japan

Hosted by
Dewan Standardisasi Nasional (DSN)
(Standardization Council of Indonesia)

Organized by
Japanese Standards Association (JSA)

6th November, 1996
Rimbawan I, Manggala Wanabakti Building,
Jl. Gatot Subroto, Senayan
Jakarta

Please return to:

DEWAN STANDARDISASI NASIONAL
(Standardization Council of Indonesia)
Sasana Widya Sarwono - LIP1, 5th Floor
Jl. Gatot Subroto 10
Jakarta 12710

INTRODUCTION:

As markets become more internationally integrated it is imperative to continue to produce competitive and high-quality products to secure market share both within and outside the country.

TQM is recognized as one effective means for constructing a system that maintains the economic and effective production of competitive and highly-reliable products. Because TQM has been widely implemented in Japanese companies, the high quality of Japanese products are highly praised in the international market.

Correctly understanding and introducing TQM allows a company to rapidly improve product quality, bring about facilitation of trade, and in turn, leads to further development of the company.

This seminar introduces the importance of TQM in enhancing company's competitiveness in the international market, and the roles and responsibilities of top and senior managers needed for the successful promotion of TQM in a company.

Objective :

To successfully introduce TQM, it is essential for top and senior managers to correctly understand its significance and to believe in its success, as well as to play the lead role in promoting the formation of a company structure conducive to TQM. Intended for top and senior level managers of companies in Indonesia and other ASEAN countries, this seminar covers the following themes :

1. Quality improvement for enhancing a company's competitiveness
2. The necessity of TQM in improving product quality
3. The role and importance of top and senior level managers in promoting TQM
4. The relationship between ISO 9000s and TQM
5. A better understanding for advancing from ISO 9000s to TQM

PROGRAMME

Theme : TQM for Top and Senior Level Management

Date : Wednesday, 6th November, 1996

08:30 - 09:30	Registration
09:30 - 10:00	- Welcome Speech by DSN representative - Address by UNIDO representative - Address by AIST, MITI representative
10:00 - 10:20	Coffee/Tea break
10:20 - 11:50	Enhancement of Company's Competitiveness in the International Market by Ir. Herman Z. Latif Chairman Association of Indonesia Automotive Industries (GAIKINDO)
11:50 - 13:20	Luncheon
13:20 - 14:50	Role and Responsibility of Top and Senior level Management for TQM promotion by Mr. Masato Suuchi President of Komatsu Information Providing Ltd.
14:50 - 15:10	Coffee/Tea break
15:10 - 16:40	ISO 9000s and TQM by Mr. Yoichi Koizumi Group leader quality assurance, Quality Assurance Department, Nippon Zeon Co., Ltd.
16.40-16.50	Closing address by JSA Representative

This seminar will be presented in English

For Enquiries please contact
Mr. Darwis or Ms. Sari Herawati
Telp. (021) 5221686, 5224590, 5206574
Fax: (021) 5206574, 5224591

SEMINAR ON TOTAL QUALITY MANAGEMENT FOR TOP AND SENIOR MANAGEMENT

REGISTRATION CARD

Please return this card before 31 October 1996 to DSN

(Please Print or write in block letter)

Name :

Title/Position :

Organization/Company :

Address :

Telephone :

A cheque/postal order No. for Rp. 50,000 made payable to DSN is enclosed
(Handout, Luncheon, and Coffee Break are included)

For enquiries please contact DSN,

Telp. (021) 5221686, 5224590, 5206574, Fax. (021) 5206574, 5224591

TQM Seminar for Top and Middle Management of ASEAN Representative Companies I

Date : 7th November, 1996

Venue : Hotel Sahid Jaya in Jakarta

Room : Candi Prambanan 2F

09:30-10:00 Introduction of the Seminar

10:00-10:20 Coffee/Tea break

10:20-12:20 TQM Promotion in a Company
- Roles and Responsibilities of Top and Middle Managers
Mr. Masato Suuchi
President of Komatsu Information Providing Ltd.

12:20-13:50 Luncheon

13:50-14:50 TQM Promotion in a Company
- Key Points for Successful Promotion of Standardization
Mr. Eizo Asaka
Senior Technical Consultant for Quality Control
Japanese Standards Association (JSA)

14:50-15:50 TQM Promotion in a Company
- Key Points for Successful Promotion of Process Control
Mr. Shinya Tsutsumi
TQM Consultant

15:50-16:10 Coffee/Tea break

16:10-17:10 TQM Promotion in a Company
- Key Points for Successful Promotion of Measurement Control
Mr. Kazunobu Shimada
TQM Consultant

Date : 8th November, 1996

09:30-11:45 (including Coffee/Tea break)
Presentation on TQM Promotion at the Company Level in ASEAN Countries
- TQM Activities being promoted under the leadership of Top and Middle Managers, and Promotional Activities of Standardization, Process Control and Measurement Control in ASEAN representative companies

- a representative company from Brunei
- Indonesian representative companies from Indonesia
- representative companies from Malaysia

11:45-13:15 Luncheon

13:15-15:00 (including Coffee/Tea break)
- representative companies from the Philippines
- a representative company from Singapore
- representative companies from Thailand

PROGRAMME

Theme : Basis of TQM Promotion
Date : 18th February, 1997
Venue : Surabaya, Indonesia

08:15 - 09:00 Registration
09:00 - 09:20 - Welcome Speech by a representative of
Industry and Trade Department - Surabaya
- Welcome Speech by DSN Representative
- Address by UNIDO Representative
- Address by AIST, MITI Representative
09:20 - 09:40 Coffee/Tea break
09:40 - 11:40 Overview of TQM and Basic Concepts for Its
Promotion in a company
Mr. Yukihiko ANDO
TQM Consultant
11:40 - 12:40 Luncheon
12:40 - 15:10 Role and Responsibility of Middle Managers
and Foremen
Mr. Shinya TSUTSUMI
TQM Consultant
15:10 - 15:30 Coffee/Tea break
15:30 - 17:30 Daily Management : Basic Concepts and
Promotion I
Mr. Kazuo OZEKI
Director, NSK Business Support LTD.

Date : 19th February, 1997

09:00 - 10:00 Daily Management : Basic Concepts and
Promotion II
Mr. Kazuo OZEKI
Director, NSK Business Support LTD.
10:00 - 10:20 Coffee/Tea break
10:20 - 12:20 Basic Concepts of QC Circle Activities and
Importance of Its Promotion
Mr. Toru MATSUBARA
President, DAIKI Corporation
12:20 - 12:30 Closing Address
JSA Representative.
12:30 - 14:00 Luncheon

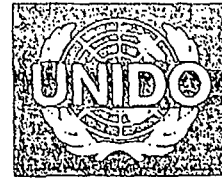
This Seminar will be presented in Japanese (partly in English) with consecutive interpretation into Indonesian and English

SEMINAR ON

TOTAL QUALITY MANAGEMENT

FOR

THE MIDDLE MANAGEMENT



Sponsored by
United Nations Industrial Development
Organization (UNIDO)
and
Ministry of International
Trade and Industry (MITI), Japan

Hosted by

Dewan Standardisasi Nasional (DSN)
(Standardization Council of Indonesia)

and

*Provincial Office of the Ministry of
Industry and Trade - East Java*

Organized by

Japanese Standards Association (JSA)

18th - 19th February, 1997

Pelangi Room - Shangri-La Hotel
Jl. May. Jend. Sungkono No. 120
Surabaya

SEMINAR ON TOTAL QUALITY MANAGEMENT
FOR THE MIDDLE MANAGEMENT

REGISTRATION CARD

(Please Print or write in block letter)

Name :

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Organization/Company :

Address :

Telephone :

Please return this card before 14 February 1997 to Kanwil Dep.
Perindag - Surabaya

A cheque/postal order No. for Rp 50.000 made payable to Kanwil Dep. Perindag Surabaya
is enclosed or bank transfer to No. 1001002186 Bank Bali Cabang Tunjungan, Jl. Tunjungan No. 52, Surabaya

(The fee includes handout, luncheon, and coffee break)

INTRODUCTION :

As all activities, be they political, economic, or otherwise, continue to become less constrained by national borders, businesses will be expected to take a global outlook and provide goods which better meet customer needs. They will thus need to produce goods that are competitive and possess high quality and value.

One effective and economical means for producing the high-quality goods which meet these demands and which is being actively applied by primarily Japanese businesses is Total Quality Management (TQM). The proper implementation of TQM is a major factor in Japanese firms being able to produce the goods which are so competitive in world markets.

A company effectively lays the groundwork for engaging in rock-solid production activities when it introduces TQM. The effective implementation of the system then provides the key for further growth of the company.

Although leadership from top managers is essential for the successful introduction and promotion of TQM within a company, it is not the only factor. Middle managers play a major role. Success is unlikely without the active promotion by middle managers taking the lead in accordance to the policy of the top managers.

So that managers, supervisors, and foremen in charge of production at small and middle sized companies can successfully introduce and

implement TQM in their work, they first need to understand the fundamentals of TQM. At this seminar, experts in the field who providing guidance to both Japanese and non-Japanese organizations in their efforts to introduce and promote TQM will introduce these concepts, as based on actual experiences in Japanese firms.

OBJECTIVE :

At the seminar, participants will be provided a good understanding of the ABC's of TQM and, of the many factors comprising TQM, will receive an easy-to-comprehend explanation of those basic activities which must be taken up when first introducing TQM.

The following subjects will be covered at the seminar.

1. Basic overview of TQM
2. The importance and results of promoting TQM
3. The responsibilities, roles, and importance of managers and supervisors in the promotion of TQM
4. A basic understanding and the promotion of daily management including the development of work standards and the 5 Ss
5. Basic overview and administration of QC Circle activities

For Enquires please contact:

Mr. I Wayan and Mr. Ismandiah (in Surabaya)

Telp. (031) 843 2614

Fax. (031) 843 2417

Mr. Mangasa and Mr. Darwis (In Jakarta)

Telp. (021) 522 1686, 520 6574

Fax. (021) 520 6574

Please return to : KANTOR WILAYAH

DEP. PERINDUSTRIAN DAN PERDAGANGAN

Propinsi Jawa Timur

Jl. Siwalankerto Utara II / 42

Surabaya 60236

TQM Seminar for Top and Middle Management of ASEAN Representative Companies II

Date : PM 19th February, 1997

Venue : Shangri-La Hotel, Surabaya, Indonesia, 2F, Nirwana Room

- 14:00-14:15 Introduction of the Seminar
- 14:15-14:45 TQM Promotion in a Company
- Essential Points for Promoting Policy Management
Mr. Yukihiro Ando
QC Instructor for the Union of Japanese Scientists and Engineers (JUUSE)
- 14:45-15:45 TQM Promotion in a Company
- Promotion of Daily Management
Mr. Kazuo Ozeki
Director, NSK Business Support LTD.
- 15:45-16:05 Coffee/Tea break
- 16:05-17:05 TQM Promotion in a Company
- Promotion of Problem Solving and QC Circle Activities
Mr. Shinya Tsutsumi
TQM Consultant
- 17:05-17:35 TQM Promotion in a Company
- Promotion of Facilities and Equipment Management
Mr. Eizo Asaka
Senior Technical Consultant for Quality Control
Japanese Standards Association (JSA)

Date : 20th February, 1996

- 09:00-12:20 (includes Coffee/Tea break)
Presentation on TQM Promotion at the Company Level in ASEAN Countries - Current Promotional Activities of Policy Management, Daily Management, Problem Solving, QC Circle Activities and Facilities and Equipment Management in ASEAN representative companies
- representative companies from Malaysia
 - representative companies from the Philippines
 - representative companies from Thailand
- 12:20-13:50 Luncheon
- 13:50-14:50 (includes Coffee/Tea break)
- a representative company from Brunei
 - representative companies from Indonesia
 - a representative company from Singapore