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Final Report

UNIDO Project No. US/RAS/99/008

UNIDO Contract No. 99/187

UNIDO TQM Seminar and Expert Meeting, Hanoi, Vietnam, 16-18 March 1999

UNIDO Tokyo Summary Meeting, 10-11 November 1999, Tokyo, Japan

Consolidated Material

Total Quality Management and Standardization in ASEAN Countries

22 December 1999

Japanese Standards Association

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Appendix 1: S010A How to prepare Reports-A, -B, -C

Appendix 2: Consolidated Material *

* The material will be published in March 2000. The attachment will be separately submitted to UNIDO as soon as it is published.

This final report will summarize those interim reports.

Interim report I, B012A

UNIDO TQM Seminar and Expert Meeting in Vietnam, 16–18 March 1999

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UNIDO Tokyo Summary Meeting, 10–11 November 1999, Tokyo, Japan

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Appendix 1: T001Ab List of participants

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Report-A Case Study Report of Model Companies

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Appendix 6: Organization of the Japan/ASEAN TQM Project

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For Japan-ASEAN TQM Project

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of 12 Model Companies by Japanese TQM experts

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/99/008 (UNIDO Contract No.99/187) at total all-inclusive cost US DLRS One Hundred and Seventy Three Thousand and Five Hundred (US\$173,500) 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 a TQM seminar for 100 managers from local companies in Vietnam and other ASEAN countries and representatives from national standards institutions in the ASEAN region, holding a summary meeting in Tokyo to conclude the 5 year Japan-ASEAN TQM Project which will be concluded in 1999, supporting the formulation of 5year plan of action by the seven national committees to disseminate TQM in each of the participant countries which will be reported in the summary meeting in Tokyo and preparing consolidated material on the introduction of TQM based on the over-roll UNIDO-ASEAN programme for the publication of a book.

3. Subcontractor's duties

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

- (1) To organize a TQM seminar in Vietnam for 100 managers, with responsibility for the administration, logistics, identification and arrangement of speakers and prepare training materials and report.
- (2) To organize the summary meeting in Tokyo to conclude the 5 year project, with responsibility for the administration, logistics, identification and arrangement of speakers and prepare report.
- (3) To develop a consolidated material on the introduction of TQM, collect and initial select all texts, prepare listing of available documents with classification, recruit and field experts to review, analyze prepared materials including ASEAN and Japanese case studies, present to UNIDO and distribute the final books jointly with UNIDO.

4. Activities and achievement

4-1 UNIDO TQM Seminar and Expert Meeting, Hanoi, Vietnam, 16-18 March 1999

UNIDO TQM Seminar was held on March 16, 17, 1999 in cooperation with Directorate for Standards and Quality (STAMEQ), Ministry of Science, Technology and Environment, Vietnam at Thang Loi Hotel, Hanoi, Vietnam with a main theme of " Total Quality Management for the Top and Middle management".

Expert Meeting was also held on March 17, 18 at the same venue.

UNIDO and MITI, Japan invited 14 participants from 7 ASEAN countries and 131 Vietnamese participants from 30 enterprises, STAMEQ, university and government organizations.

JSA started the preparation in December, 1998 in consultation with AIST, MITI, UNIDO and STAMEQ. The venue, dates and program were fixed in January-February, 1999. JSA and STAMEQ provided facilities, equipment and services required for the 3-day meeting.

JSA prepared and submitted a separate report to UNIDO, as an interim report I of UNIDO Project: US/RAS/99/008. The report included details of preparation and arrangements of the meeting and findings on the contents, the management and support services and also analysis and recommendations.

On the first day of the Seminar, TQM Seminar-1, March 16, 1999, after welcome speeches by Dr. Nguen Tri Long, Deputy General director, STAMEQ, Vietnam, Mr. K. Kurata, Director for International Standards Cooperation Department, MITI, Japan, Mr. Nguen Khac Tiep, Programme Officer, UNIDO, Hanoi, Vietnam, and an opening speech by Dr. Bui Manh Hai, Vice Minister, STAMEQ, Vietnam, four presentations were made by two Japanese speakers.

Mr. Miyauchi presented " What is TQM(P-1))", " Important point of implementing TQM(P-2)" and "Policy management and Daily Management(P-3)". Mr. Sekiguchi presented "TQM Implementation in Small and Medium enterprises (A case study)(P-4). In addition to 130 local participants, ASEAN participants also attended the TQM seminar -1. Their presentations were made in English and translated into Vietnamese simultaneously.

On the second day, TQM Seminar-2 started with Mr. Bernardo Calzadilla-Sarmiento, UNIDO's presentation. He presented " UNIDO's Business Navigator for Continuous Improvement in SMEs, Introduction to The PHAROS software (P-5)". " TQM Implementing in Model Companies" were presented by 2 Vietnamese model companies, Mr. Nguen Quang Dung, Tienphong Plastic Company, Haiphong city(P-6) and Mr. Do Dinh Tien, Petrol Mechanical Company, Ho Chi Minh city(P-7), Vietnam. They reported the successes and problems in implementing TQM they encountered.

The last presentation was " Over view on TQM Implementation in Vietnam (P-8)" by Mr. Dang Tuan Hung, STAMEQ, a member Vietnamese TQMC. He summarized the present situation of TQM implementation in small and medium enterprises and general status in Vietnam.

The texts were prepared both in English for ASEAN participants and in Vietnamese for local participants.(Appendix-5: Texts of the TQM seminar,P-1/P-8)

On March 17, Expert Meeting -1 was held. (Programme: Appendix 7, List of participants: Appendix 8, Reports: Appendix 9)

The participants were 28 in total from 9 countries, 2 from MITI, 3 JSA, 1 UNIDO, 3 Thailand, 2 Philippines, 2 Brunei, 2 Malaysia, 3 Singapore, 2 Indonesia, 2 Vietnam and 6 Vietnamese guests and observers. The country reports and model company's progress reports were reported.

As a part of the expert meeting, on March 18, a factory tour was conducted at Tienphing Plastic Company in Haiphong City, about 100 km East of Hanoi. The company is a state-owned plastic products company, founded in 1960, with 600 employees, the largest in the north of Vietnam.

4-2 UNIDO Tokyo Summary Meeting, Tokyo, Japan, 10-11 November 1999

UNIDO Tokyo Summary Meeting was held on Wednesday, November 10 through Thursday, November 11, 1999 at Diamond Hotel, Tokyo, Japan to summarize TQM activities of the 5 year Japan ASEAN TQM Project . New ASEAN members, Cambodia, Laos, Myanmar and ASEAN Secretariat were invited by JSA fund as observers.

JSA started the preparation in January, 1999 in consultation with AIST, MITI. The venue, dates, programme, participants of the meeting were fixed in April-May, 1999. "A guide to UNIDO Tokyo Summary Meeting" (S009A) was prepared to provide the participants with all information for the meeting and mailed to ASEAN countries on 28 May 1998 to give them time enough to prepare the Report-A,-B,-C.

" How to prepare Report-A, -B, -C" (S010A) was also prepared and mailed to ASEAN countries on 30 June 1999 to provide the detailed, standardized instruction of those reports since Report-A and B will be included in UNIDO publication which will be published in December 1999 and distribute to ASEAN countries.

For the meeting, JSA prepared and provided the facilities, equipment and services required for the meeting.

JSA prepared and submitted a separate report to UNIDO, as an interim report II of UNIDO Project: US/RAS/99/008. The report included details of preparation and arrangements of the meeting and findings on the contents, the management and support services and also analysis and recommendations.

On the first day of the meeting, November 10, 1999, after a welcome speech by Mr. Kunio Inoue, Deputy Director General for Standards Affairs, AIST, MITI and an opening speech by Mr. Octavio Maizza-Neto; Director, Executive Office, UNIDO, 12 Model companies reported their Report-A: Case study reports.

The meeting was arranged to give 25 minutes per company for case study report of model companies , 15 minutes for presentation, 5 for questions and answers, 5 for Japanese expert's comment.

Report-A is a case study report of a model company which summarizes TQM introduction and implementation activities in the past 5 years.

On the second day, 40 minutes per country were given to a national committee for Report-B: country report and Report-C: 5 year plan of action.15 minutes for presentation of country report, 5 for questions and answers, 15 for presentation of 5 year plan of action and 5 for questions and answers.

Report-B is a national committee's country report summarizing the TQM dissemination activities of the country in the past 5 years and Report-C is a 5- year plan of action for TQM dissemination in the coming 5 years, 2000-2004.

5. Overview of Japan-ASEAN TQM Project, 1995-1999

5-1. Japan-ASEAN TQM Project

ASEAN Economic Ministers-MITI Minister Meeting (AEM) was held In October, 1993. In the meeting ASEAN countries requested Japan to provide those countries with technical cooperation on quality improvement utilizing Japanese experience and know-how to improve quality, Total Quality Management (TQM) with which Japan succeeded in improving quality in 1960's through early 1980's and won a good reputation in the world market.

Based on a preliminary survey conducted by MITI and JSA , assistance program was developed and 5- Year Japan-ASEAN TQM Project started in 1995.

To facilitate the implementation and promotion of the TQM assistance program in ASEAN countries, TQMC, TQM Project Committee, was established under the ACCSQ, ASEAN Consultative Committee in Standards and Quality, for the smooth implementation of the project. The specific objectives of the project were:

1. To establish model companies in ASEAN countries
2. To develop internationally acceptable TQM procedure suitable for each ASEAN countries
3. To conduct TQM seminars in ASEAN countries
4. Effective implementation of TQM through joint activities and sharing the results

The organization of the project is shown in Appendix 6. In the framework, TQMC acted as a steering committee. Major activities of TQMC were:

1. Conducting TQM seminars
2. Selecting model companies
3. Counseling on TQM technology transfer to model companies

4. Providing on-site diagnosis, staff members of standardization organizations participated in the diagnosis in the country so that they can learn the procedures of TQM transfer.
5. Holding meetings for specialists from ASEAN countries and Japan including model companies and standardization organizations
6. Providing diagnosis of TQM in Japan at JICA, AOTS etc.
7. Supplying teaching materials to ASEAN countries

In the beginning of the project, there were some communication gap between TQMC and ACCSQ-MITI, and between ASEAN countries and Japan. ASEAN was keen on the budget as well as Japan's role in the ODA program while Japan side focused on how to proceed the project efficiently in the limited time.

5-2 ASEAN Counterparts

JSA was responsible for the general administration of the project such as developing specific program of each year, holding TQM seminars, preparing teaching materials, accepting trainees, dispatching Japanese TQM experts and so on.

ASEAN counterparts were national standardization agencies or their equivalents:

Brunei	CPRU	Construction planning and Research Unit Ministry of Development
Indonesia	DSN	National Standardization Council of Indonesia
Malaysia	SIRIM	Standards and Industrial Research Institute of Malaysia Berhad
	NPC	National Productivity Corporation
Philippines	BPS	Bureau of Product Standards
Singapore	PSB	Singapore Productivity and Standards Board
Thailand	TISI	Thai Industrial Standards Institute
Vietnam	STAMEQ	Directorate for Standards and Quality

5-3 Model Companies

One or two companies in each country were selected as model company and on-site diagnosis was conducted by 6 Japanese TQM experts, two diagnosis per year at each model company, one week per diagnosis.

Country		Model company	Major product
Brunei	A1	Interline Roofing (B) Sdn. Bhd	Metal roofing materials
Indonesia	A2	PT Terang Kita	Telephone and power cable
	A3	PT Bakrie Tosanjaya	Automotive casting parts
Malaysia	A4	Ingress Engineering Sdn. Bhd.	Automotive plastic parts
	A5	Raya Plastic Sdn. Bhd.	Automotive plastic components
Philippines	A6	First GEM Philippines Electric Corp.	Electric wiring harnesses
	A7	Tionson Industries Inc.	Tin cans
Singapore	A8	Cast laboratories Pte., Ltd.	Testing center for construction
Thailand	A9	Federal Electric Corp.	Electric home appliances
	A10	Siam Cast Iron Works Co. Ltd.	Cast and ductile iron valves
Vietnam	A11	Tienphong Plastic Co.	PVC pipes and fittings
	A12	Petrol Mechanical Company	Steel packaging products.

Vietnam joined the project in 1997 since it became a member country of ASEAN in 1997. In Singapore, the first model company, Richgold Industries Pte., Ltd. a printed circuit manufacturer, was replaced by Cast laboratories Pte., Ltd. in 1998 since Richgold went out of business due to the hyper-competitive environment in computer and printer industries.

5-4 Check sheet

In the beginning of the project, Check sheets was developed for company diagnosis to identify problems, weakness of a company and to clarify obstacles for quality improvement and priority of TQM activities. The book was attached to a progress report to UNIDO, UNIDO Project No. US/RAS/95/045.

5-5 TQM Handbooks

In 1995, an editing committee was organized by MITI and JSA inviting 23 Japanese TQM experts to develop TQM Handbooks. 19 handbooks were published, 7 in 1996, 5 in 1997 and 7 in 1998. Another 2 handbooks will be published by the end of March, 2000.

The handbooks were prepared to provide TQM instructors with the formal and standardized instruction materials to avoid more or less confusion due to the difference of way of thinking and policy among instructors.

Those handbooks were distributed to ASEAN countries for this TQM project. The summaries of the handbooks will be included in UNIDO Publication which will be

published and distributed to ASEAN, African and South American countries. However, the handbooks were developed and published by special funds of MITI and JSA. JSA is entitled to the copy right of the handbooks.

5-6 Progress Evaluation

To show how the program is going on, a progress chart was developed as a "Visible management" so that every body can know the progress of the project. The progress of TQM introduction and implementation were evaluated by both model companies and Japanese TQM experts using 1-6 point system.

5-7 Seminars and materials

In the past 5 years, 26 seminars, forum were held in ASEAN countries and Japan. For those seminars and on-site diagnosis, various materials have been developed and distributed to ASEAN countries.

UNIDO Tokyo Summary Meeting, the final expert meeting, was held on 10, 11, November, 1999 at Diamond Hotel, Tokyo, Japan to summarize the 5-year Japan-ASEAN TQM Project which started in 1995, and will end in March, 2000.

The meeting was participated by 43 participants:

1.	UNIDO invited	19: 12 model companies, 7 national committees
2.	JSA invited through UNIDO	4: Cambodia, Laos, Myanmar, ASEAN Secretariat
3.	Self-financing	3: 2 Malaysia, Cambodia
4.	UNIDO	2
5.	MITI	2
6.	Japanese TQM Expert	6
7.	Japanese observer	2
8.	JSA	5
9.	Total	43

On the first day, Wednesday, 10 November, 1999, model companies reported Report-A., case study report to summarize TQM introduction and implementation in the past 5 years.

They reported company profile and organization, overview of TQM introduction and implementation, progress of TQM implementation, Outcome of TQM implementation, comparison before and after TQM introduction, problems and difficulties encountered during the project and how those problems have been solved and also their plan for the coming 5 years. After their presentation, Japanese TQM

expert in charge of the company provided their comment.

On the second day, Thursday, November 11, 1999, National committee presented Report-B on overview of industrial and economic development, history and status of QSTM, quality management system and organizations, TQM dissemination activities, future plan. Report-C was also reported by national committee. The Report-C is 5-year plan of action, their plan on TQM dissemination for the coming 5 years, 2000-2004, after the project is concluded, including Budget proposal and resource allocation plan.

4-3 Consolidated Material

In UNIDO-JSA meeting on 22, 23 June 1999 at UNIDO, the detail of the consolidated material was discussed and agreed that:

1) Contents

As shown on page 11 of Appendix 1, S010A, Summaries of 19 TQM Handbooks, Reports-A and -B which will be presented in UNDO Summary Meeting on 10, 11 November 1999 (Interim Report II, B013A, 30 November 1999) and a case study report of a Japanese company are included in the material.

2) Cover, forward and others

Cover, forward, preface, Introduction and overview of the project and conceptual review and history of TQM Theory will be prepared by UNIDO. JSA provides summaries of 19 TQM Handbooks, Reports-A and -B and a Japanese case study report in electronic format.

Cover will be designed by UNIDO and sent to JSA for review. Preface will be signed by UNIDO and JSA

3) Arrangements

Report-A and -B which includes one-page executive summary will be arranged by country.

The Japanese report will be included as a reference in a text box or annex.

The size of the publication will be A4. Page layout font type and size will be sent to JSA later to include it in S010A, an instruction to 7 ASEAN countries on how to prepare Report-A, -B which will be mailed to those countries on 30 June 1999.

4) Instruction to ASEAN countries, S010A

in the instruction, a request of letter of agreement on inclusion of Report-A,-B in the publication

will be included.

Also in the instruction. It will be described that UNIDO reserve a right to select the

reports and to request improvement of the reports for publication.

5) Printing and distribution

UNIDO will print 500 copies with \$5,700 of BL 51-00 of 1999 budget and distribute to Africa, Latin America, Eastern Europe and Asian countries except ASEAN countries. \$ 8,000 for editing work will be covered by UNIDO's own budget.

However, it was noticed on 12 July 1999 to UNIDO that MITI's contribution must be used solely for ASEAN countries. The printing cost for those countries must be covered by UNIDO's special fund.

JSA will distribute 100 copies to 10 ASEAN countries. UNIDO will provide JSA with a master print.

UNIDO will try to translate the publication into French and Spanish. \$03,000 for translation, editing

And printing will be covered by UNIDO fund.

UNIDO wishes to demonstrate the publication in ACCSQ Meeting in March 2000. * It will be arranged in other meeting sometime in 2000.

6) Copy right of the publication

There was arguments since the beginning of 1999 as in the first plan, all of full texts of 19 TQM Handbooks was included in the publication and JSA requested a joint copy right.

In MITI-JSA meeting, it has been agreed that according to the clause 19. Title rights of Annex A, General Conditions of Contract, UNIDO shall be entitled to the copyright of the consolidated material and JSA shall be entitled to that of TQM Handbooks since it was agreed that summary of TQM handbooks will be included and there will be no leakage of technical know-how of Japanese TQM with 4-6 page summaries and that the publication is published with UNIDO fund.

On the other hand, the copy right of 19 TQM handbooks shall be with JSA since the handbooks have been developed with MITI and JSA budgets, no UNIDO fund has been used.

An instruction to ASEAN countries was mailed on 30 June 1999.

All reports were submitted to JSA by 15 October 1999 in electronic format and presented in the summary meeting in Tokyo on 10, 11 November 1999.

In UNIDO-JSA meeting on 12 November 1999 at Diamond Hotel, Tokyo after the summary meeting, the detail was discussed and finally confirmed:

1) Bibliographic reference

JSA collect lists of reference books on TQM published in English.

The lists mailed to UNIDO on 18 November 1999.

2) Re-write executive summary

Most of executive summaries of Report-A are not summary but look like cover letters of report-A. It should be requested to re-write. UNIDO will provide instruction on how to re-write by the end of November 1999.

3) Inclusion of a Japanese case study report

JSA insisted that it is not included in the publication since a Japanese report among ASEAN reports seems to be out of place. It was left to UNIDO.

4) TQM Handbook [20] and [21]

The additional handbooks, [20] and [21] are being prepared and will be printed in March 2000.

Now Japanese versions have been completed.

The summaries of [20] and [21] will be included in the publication.

The summaries were e-mailed on 7 December 1999 to UNIDO.

5) Title of the publication

UNIDO selects a few candidates and send to JSA for the final selection.

6) Publication reference

UNIDO makes a draft and send to JSA.

7) Printing and distribution

English version will be published first and then French and Spanish.

The book will be distributed to South America, Africa and Asian countries, Bangladesh, Nepal and so on. The first 300-500 copies will be distributed free of charge and then it will be sold at a price with which UNIDO can recover the printing cost.

It shall be discussed later whether UNIDO pays commission to JSA or not when the books are sold. It was proposed by UNIDO that UNIDO provides JSA with copies upon publication. However JSA can not use French and Spanish versions.

8) Schedule of publication

12 November 1999	JSA handed overall materials to UNIDO
18 November 1999	JSA sent lists of reference books for bibliographic reference
7 December 1999	JSA e-mailed summaries of TQM Handbook [20] and [21]
31 December 1999	UNIDO finish draft of English version and hand over to editor in UNIDO
31 January 2000	UNIDO finalize the version and send to JSA for review
Mid-march 2000	UNIDO hand over final draft to printing department
End of March 2000	UNIDO sends the master print to JSA

5. Remarks

5-1 UNIDO TQM Seminar and Expert Meeting, Hanoi, Vietnam, 16-18 March 1999

Vietnamese people well understand that to be competitive both in domestic and international market, they would have to spread an advanced quality management system like TQM across the country and that TQM which has been successful in Japan is a management methodology which focuses on the involvement of all staff and workers in quality assurance and process of creating, maintaining and continually improving business outputs, products and services to achieve customer satisfaction.

Those key words such as "continual improvement " and " customer satisfaction" have been frequently spoken during the presentations by Vietnamese people. They also understand that sharing Japanese experiences of TQM will well help Vietnam but that the system needs to be adopted to local conditions.

As mentioned above, they understand what TQM is and how it helps Vietnam improve their quality. According to questions to Japanese speakers raised by Vietnamese participants in the TQM seminar-1, however, there is some confusion on relationship between TQM and ISO 9000s.

It is important to understand that ISO 9000s are distinct from TQM. Japan is a good example. It has been well demonstrated by Japanese industries that it is possible to improve quality without ISO 9000s since there were no ISO 9000s when Japan succeeded in improving quality in 1960's through early 1980's and won a good reputation in the world market.

However, this fact never means that ISO 9000s are not required for quality improvement. Up to now, more than 6,500 companies in Japan have been ISO 9000 certified since early 1990's, all of them have introduced and have been implementing TQM for more than 10, 20 or 30 years.

The purpose and nature are different from each other. The purpose of TQM is an internal quality assurance which provides confidence to the management within an organization by fulfilling technical quality requirements and on the other hand, that of ISO 9000s is an external quality assurance which provides confidence to the customers by the third party certification of the conformity to "quality system requirements".

5-2 UNIDO Tokyo Summary Meeting, Tokyo, Japan, 10-11 November 1999

This five-year Project was intended to facilitate the introduction and dissemination of TQM to seven ASEAN countries. TQMC, the steering committee for this Project is composed of representatives of the model companies and relevant national standardization bodies as well as Japanese experts. This project was also intended so that those representing the standardization bodies are able to learn practical knowledge through all activities of this project such as how to manage the project, how to plan seminar, how to prepare texts, how to plan and conduct on-site diagnosis and so on. Standardization bodies are expected to play a central role in spreading TQM throughout the country even after the project is concluded.

The current five-year Project ending in FY1999 is regarded as Phase 1 of the Japan-ASEAN TQM Project. Phase 2 of the Project will cover the five-year period from 2000 to 2004, during which time, 10 countries will be involved, including three new ASEAN members: Cambodia, Laos, and Myanmar. The activities of the Phase-2 program are now under review and will be finalized around February 2000.

Report A and Report B presented at the UNIDO Tokyo Summary Meeting, November 1999, will be included in Project report, Consolidated Material, to be published by UNIDO. The report, a case study report on TQM dissemination program for ASEAN Countries, will be distributed to developing countries in ASEAN as well as in Africa, South America and other regions.

On this occasion to conclude the project, I would like to thank all the participants in this Project, especially those from AIST, MITI of Japan, and UNIDO, who offered so much advice in addition to their cooperation. I also thank the representatives of the national committees of ASEAN countries and of the model companies, as well as the Japanese experts who actually visited the model companies and conducted on-site diagnosis.

5-3 Consolidated Material

How to develop the material has been discussed for two years. The material is a comprehensive report of the Japan-ASEAN TQM Project, 1995-1999.

The project will greatly contribute to quality improvement in ASEAN countries and will help them develop an effective method to promote TQM by themselves in the near future. The material will be also an excellent text book for other countries than ASEAN on how to introduce and implement TQM.

S010A
Report-A,-B,-C
1999-06-30
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JSA J A P A N E S E S T A N D A R D S A S S O C I A T I O N
T R A I N I N G A N D T E C H N I C A L S E R V I C E S D E P A R T M E N T
Kikyo Bldg. 2F, 3-11-15 Akasaka, Minato-ku, Tokyo 107-0052

J a p a n

Phone :+81 3 3583 8074 Fax :+81 3 3582 2390

1999-06-30

+673-2-381-541

Pg. Haji Matusin Matasan, Surveyor General, M.O.D., Brunei

+62-21-520-6574/7226

Mr. Herudi Kartowisastro, Director General, BSN, Indonesia

+60-3-550-8095

Mr. Mohd. Yusoff Zakaria, Director, SIRIM, Malaysia

+60-3-755-1824

Ms. Nik Zainiah Nik Abdul Rahman, Director, N.P.C., Malaysia

+632-890-4926

Mr. Jesus L. Motoomull, Director, B.P.S., Philippines

+65-872-0531

Mr. Lee Suan Hiang, Chief Executive, P.S.B., Singapore

+662-247-8741

Ms. Kanya Sinsakul, Secretary General, TISI, Thailand

+84-4-826-7418

Dr. Nguyen Huu Thien, Director General, STAMEQ, Vietnam

CC: +43-1-26026-6840

Mr. Bernardo Calzadilla-Sarmiento, Industrial Development Officer, UNIDO

UNIDO Tokyo Summary Meeting and UNIDO's Publication

RE: How to prepare Reports-A, -B, -C

Dear Sir or Madam,

Enclosed, as informed by S009A 1999-05-28, you will find S010A 1999-06-30, How to prepare Reports-A, -B, -C for UNIDO Tokyo Summary Meeting and UNIDO's publication.

Reports-A, -B, -C will be presented in UNIDO Tokyo Summary Meeting and Reports-A and -B will be included in UNIDO's publication which will be published and distributed to ASEAN and other countries by UNIDO as a part of 1999 UNIDO Project.

S010A
Report-A,-B,-C
1999-06-30

a

You are kindly requested to submit those reports by electronic format in a floppy disk or E-mail together with hard copies both to UNIDO and JSA (Address: P5 of S010A) no latter than Thursday, September 30, 1999 since UNIDO and MITI will need 4-5 weeks to prepare their evaluation reports based on those reports and some reports may be required to be improved for the publication.

We would need your agreement by return letter and the agreement of the model companies on the inclusion of these reports (A and B) in the publication UNIDO and JSA are preparing on the results of the 5 year programme.

The national committees are also kindly requested to mail or fax the copies of S010A to model companies.

Sincerely yours,



for Munetada Kanaya, Mr.

Executive Director

Training and Technical Services Department

Enclosure: S010A 1999-06-30, How to prepare Reports-A, -B, -C, 11 pages

**How to Prepare Report-A, -B, -C
 for
 UNIDO Tokyo Summary Meeting
 and
 UNIDO's Publication**

June 30, 1999
UNIDO, JSA

S010A
 1999-06-30

Report-A: Case study report of ASEAN model companies

Report-B: Country report of National committee

Report-C: 5 year plan of action for TQM dissemination of National committee

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S010A
 Report-A,B,C
 1999-06-30
 d

Deadlines

0. Deadlines

Table-2

	What	Doc. No.	Page	Who	How			No later than	To whom
					Fax	Mail	E-mail		
1	How to prepare Reports-A, B, C	S010A	-	JSA		@		Wednesday, June 30, 1999	7 ASEAN countries
2	Report-A: Case study report of Model company	S010A	P3 2.	Model companies	No fax accept ed	@ or Floppy disk and Hard copy	@ and mail hard copy	Thursday, September 30, 1999	UNIDO: To Mr. Bernardo Calzadilla-Sarmiento Industrial Development Officer Quality, Standardization and Metrology UNIDO VIC, P.O.Box300, Vienna, Austria E-mail: bcalzadillasarmiento@unido.org JSA: To Mr. Katsuhiko Hirokami Senior Researcher Training and Technical Services Dept. JSA Akasaka Kikyo Bldg. 2F, 3-11-15 Akasaka, Minatoku, Tokyo, 107-0052 Japan E-mail: hirokami@jsa.or.jp
3	Report-B: Country report of National committee		P3 3.	National committee					
4	Report-C: 5 year plan of action		P3 4.	National committee					
5	Letter of agreement for inclusion of Report-A and -B in UNIDO publication		P5 11.	National committee and Model company					
6	Request of improvement of Report-A and -B, if any.								
7	Letter of request of improvement	S010A	P5 12.	JSA	@			Friday, October 15, 1999	National committee, Model company
8	Improved Report-A, -B			National committee and Model company		Same as The original reports	Friday, November 5, 1999	UNIDO and JSA	

2

1. Introduction

Japan-ASEAN TQM Project started in 1995 and will end in 1999. UNIDO will hold a meeting to conclude the project, "UNIDO Tokyo Summary Meeting", November 10, 11, 1999 in Tokyo, Japan.

In the last meeting of the project, Model Company is requested to present a case study report (Report-A) summarizing the TQM introduction and implementation activities in the past 5 years, National Committee is requested to present a country report (Report-B) summarizing the TQM dissemination activities in the past 5 years and also 5-year plan of action (Report-C) of TQM dissemination of the country, 2000-2004, after the project is concluded.

Those reports (Reports-A and -B) will be included in a UNIDO's publication which will be published by UNIDO in the beginning of 2000 and distributed to ASEAN and other countries as a part of 1999 UNIDO Project.

2. Report-A

Report-A is a case study report of a model company which summarizes TQM introduction and implementation activities in the past 5 years. 5-6 pages and one page executive summary.

- Page 3: 8. Page layout and font
- Page 5: 13. Contents of Report-A: Model company's case study report
- Page 6: 14. The first page of Report-A

3. Report-B

Report-B is a country report of member country which summarizes the work of national committee, TQM introduction and dissemination activities in the past 5 years. 6-8 pages and one page executive summary.

- Page 3: 8. Page layout and font
- Page 7: 15. Contents of Report-B: Country report
- Page 8: 16. The first page of Report-B

4. Report-C

This is a formulation of national 5-year plan of action of a member country to disseminate TQM in the country during the coming 5 years, 2000-2004. The plan should include a budget proposal and the resource allocation plan.

This report will not be included in the UNIDO's publication. However, the report is expected to be prepared according to the page layout and font of Report-A and -B.

- Contents are free. 4-6 pages
- Page 3: 8. Page layout and font
- Page 8: 17. The first page of Report-C

1. Introduction

Japan-ASEAN TQM Project started in 1995 and will end in 1999. UNIDO will hold a meeting to conclude the project, "UNIDO Tokyo Summary Meeting", November 10, 11, 1999 in Tokyo, Japan.

In the last meeting of the project, Model Company is requested to present a case study report (Report-A) summarizing the TQM introduction and implementation activities in the past 5 years, National Committee is requested to present a country report (Report-B) summarizing the TQM dissemination activities in the past 5 years and also 5-year plan of action (Report-C) of TQM dissemination of the country, 2000-2004, after the project is concluded.

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Report-A is a case study report of a model company which summarizes TQM introduction and implementation activities in the past 5 years. 5-6 pages and one page executive summary.

- Page 3: 8. Page layout and font
- Page 5: 13. Contents of Report-A: Model company's case study report
- Page 6: 14. The first page of Report-A

3. Report-B

Report-B is a country report of member country which summarizes the work of national committee, TQM introduction and dissemination activities in the past 5 years. 6-8 pages and one page executive summary.

- Page 3: 8. Page layout and font
- Page 7: 15. Contents of Report-B: Country report
- Page 8: 16. The first page of Report-B

4. Report-C

This is a formulation of national 5-year plan of action of a member country to disseminate TQM in the country during the coming 5 years, 2000-2004. The plan should include a budget proposal and the resource allocation plan.

This report will not be included in the UNIDO's publication. However, the report is expected to be prepared according to the page layout and font of Report-A and -B.

Contents are free. 4-6 pages.

- Page 3: 8. Page layout and font
- Page 8: 17. The first page of Report-C

S010B Replacement

Report-A,B,C


1999-07-23

b

5. UNIDO's publication

In the book, the following contents will be included.

- (1) Introduction and overview of the 5-year project
- (2) Introduction of 19 TQM Handbooks
- (3) Country reports of National committee
- (4) Case study reports of model company
- (5) A case study report of TQM implementation of a Japanese company as an example

 Page 10: 18. Contents of UNIDO's publication

6. Language of the UNIDO's publication

The book will be published in English. The English of those reports will be checked and edited by UNIDO's language experts, if necessary.

UNIDO furthermore will try to translate the publication into French and Spanish.

7. Copy right

The copy right of the publication will be with UNIDO.

8. Page layout, font and Software

Software: Microsoft Word 95, 97 Excel 95, 97

Page size: A4

Font type/size: Times New Roman normal, 12 point for title (paragraph and section headings)
and description(i.e. the body text of the document)

Margins: the default margin setting for A4 page on the contributor's PC

Justification: Flush left

Bolding of headings and marking for table of contents: not necessary

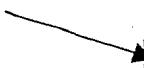
Underlining: try to avoid-use italics instead

Headers and footers: No headers and footers

Footnotes: no footnotes-if necessary, use notes (at the end of the contribution)

Abbreviations: list at the end of contribution


Bibliography: list at the end of contribution

 Spacing: Normal spacing, not double spaced.

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Headers and footers: No headers and footers

Footnotes: no footnotes-if necessary, use notes (at the end of the contribution)


Abbreviations: list at the end of contribution

Bibliography: list at the end of contribution

9. Report submission and deadline

Report-A, -B, -C must be submitted print-ready to JSA and UNIDO with electronic format in a floppy disk or E-mail together with one set of hard copy for both. Electronic format can minimize the editing work of UNIDO and JSA. No fax will be accepted.

Deadline is Thursday, September 30, 1999.



This is 6 weeks before Tokyo summary meeting since UNIDO and MITI will need 4-5 weeks to prepare their evaluation reports for Tokyo Summary Meeting based on those reports and some reports may be required to be improved for publication.

Mail a floppy disc or E-mail together with hard copies to both UNIDO and JSA:

UNIDO	Mr. Bernardo Calzadilla-Sarmiento Industrial Development Officer, Quality, Standardization and Metrology, UNIDO VIC, P.O.Box 300, A1400, Vienna, Austria E-mail: bcalzadilla-sarmiento
JSA	Mr. Katsuhiko Hirokami Senior Researcher, Training and Technical Services Dept. JSA Akasaka Kikyo Bldg. 2F, 3-11-15, Akasaka, Minato-ku, Tokyo, 107-0052 Japan E-mail: hirokami@jsa.or.jp

10. Inclusion in the publication

Those reports which complies with all instructions and requirements will be included in the publication.

11. Agreement of inclusion

National committees and model companies are requested to send a letter of agreement on the inclusion of Report-A and -B in UNIDO's publication to UNIDO and JSA.

12. Request of improvement of Reports-A and -B

Some countries or some companies may be requested to improve their reports, if necessary, to make them worthy to be published.

The request will be faxed by Friday, October 15, 1999 with one or two examples of the best reports selected by UNIDO and JSA.

The improved reports must be submitted by Friday, November 5, 1999 to UNIDO and JSA in the same manner as the original reports.

13. Contents of Report-A: Model company's Case study report

Size of square is roughly proportional to the expected volume, 5-6 pages excluding executive summary.

Executive summary---one page

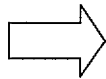
1) Company Profile and organization

2.) Overview of TQM Introduction and Implementation

- 1.1 History of TQM Introduction and Implementation
- 1.2 Company Policy on Quality
- 1.3
- 1.4

3.)Progress of TQM Implementation (According to the titles of 19 handbooks)

- 3.1 –Manager
- 3.2 –Standardization
- 3.3 –QC Circle
- 4.4–Education and Training
- 4.5–Problem Solving
- 4.6–



- A: Choose some major items out of 19 TQM activities on which the company wishes to concentrate. Summarize the activities of other items
- or
- B: Description on overall activities of all 19 activities

4) Outcome of TQM Implementation

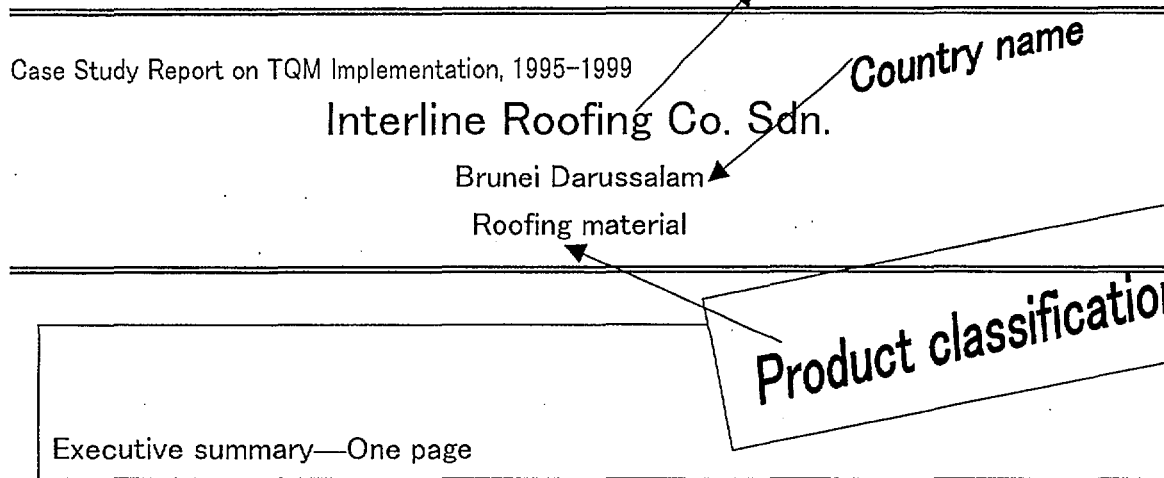
Descriptions on what changed before and after TQM introduction and implementation, for example, improvement of yield, quality deviation, profit rate, reduction of claim and complaint and so on are expected using tables, graphs comparing “before” and “after”. Text boxes can be used to highlight the specific aspects. If it is not desired to open the company's confidential data, relative index figures can be used.

General, summarized description on problems and difficulties encountered during TQM implementation and how they have been solved is also expected.

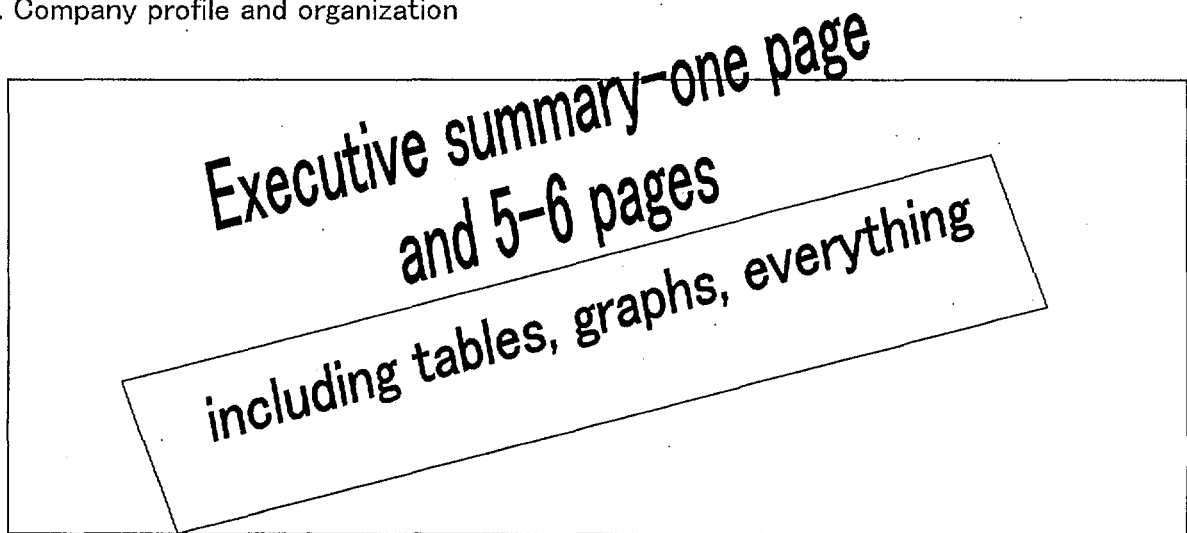
5) Future Plan

Describe the future plan of the company in the implementation of TQM as well as the participation in the country's strategy. This will be summary of Report-C.

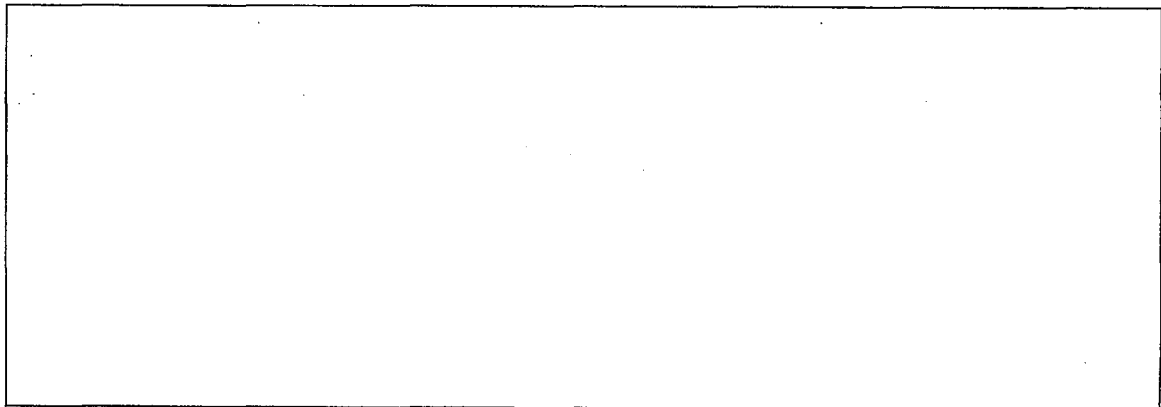
14. The first page of Report—A



1. Company profile and organization



1. Overview of TQM introduction and implementation



14. Sample of The first page of Report – A

Case Study Report on TQM Implementation, 1995-1999.....*12 Pt

Interline Roofing Co. Sdn.....*18Pt.

Brunei Darussalam.....*12Pt

Roofing material.....*12Pt

1. Company profile and organization.....*12Pt

Description.....*12Pt

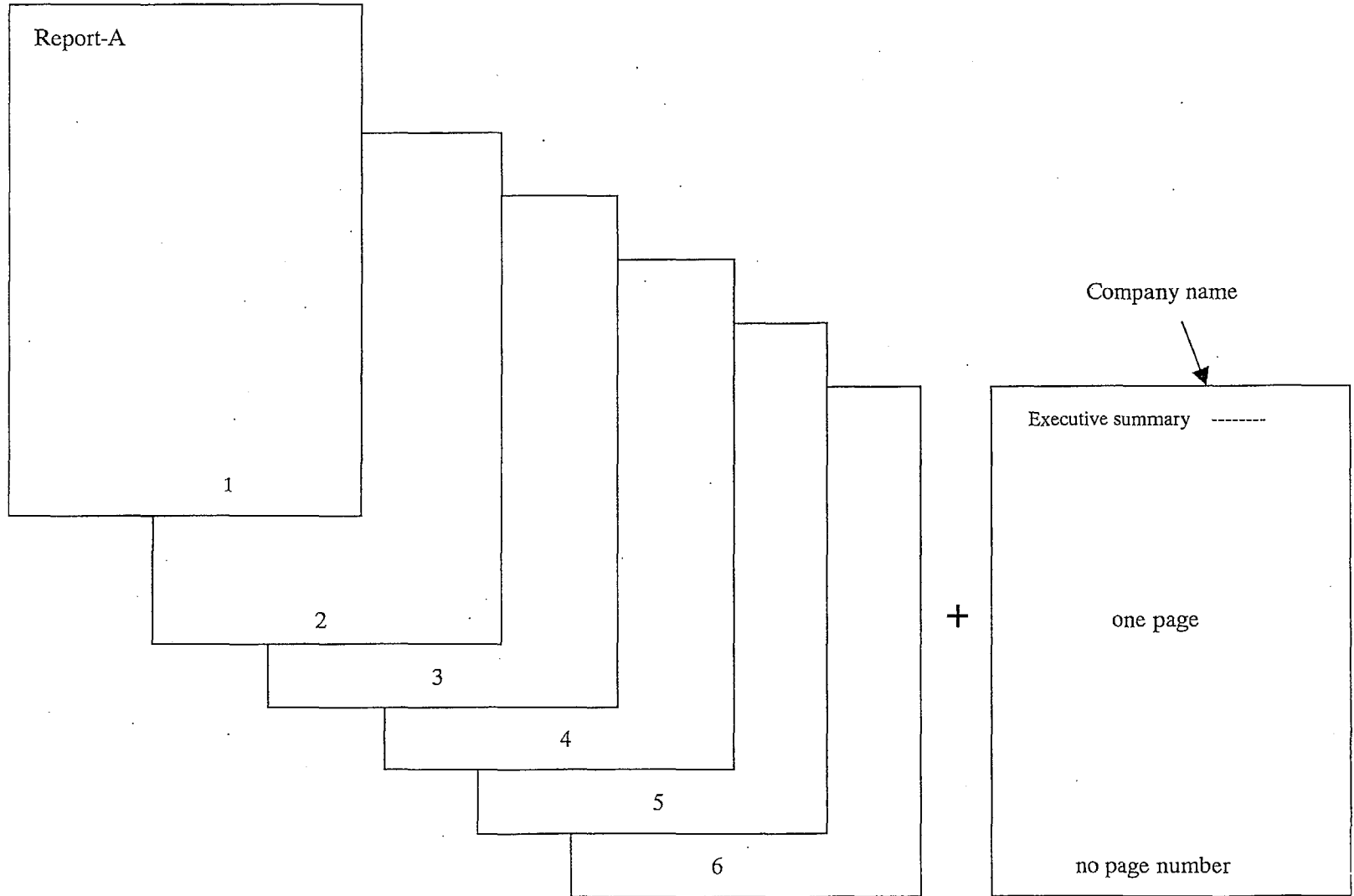
Font: Times New Roman normal
Font seze: *
Spacing: Normal spacing

2. Overview of TQM introduction and implementation.....*12Pt

Description.....*12Pt

14.-1 Configuration of Report-A, Case Study Report of Model company

7-1



14. The first page of Report—A

Case Study Report on TQM Implementation, 1995–1999
Interline Roofing Co. Sdn.
Brunei Darussalam
Roofing material

Company name

Country name

Executive summary—One page

1. Company profile and organization

**Executive summary—One page
and 5–6 pages**

2. Overview of TQM introduction and implementation

15. Contents of Report-B, Country report

Size of square is proportional to the expected volume, 6-8 pages excluding Executive summary.

Executive summary—one page

1. Overview of industrial and economic development

--

2. History and status of QSTM*

*QSTM =Quality control, Standardization, Testing and Metrology

3. Quality management system and organizations

--

4. TQM dissemination activities

--

5. Future plan

--

16. Sample of The first page of Report – B, Country report of National committee

Country report on TQM dissemination, 1995-1999.....*12Pt
Brunei Darussalam.....*18Pt

1. Overview of Industrial and economic development.....*12Pt

Description.....*12Pt

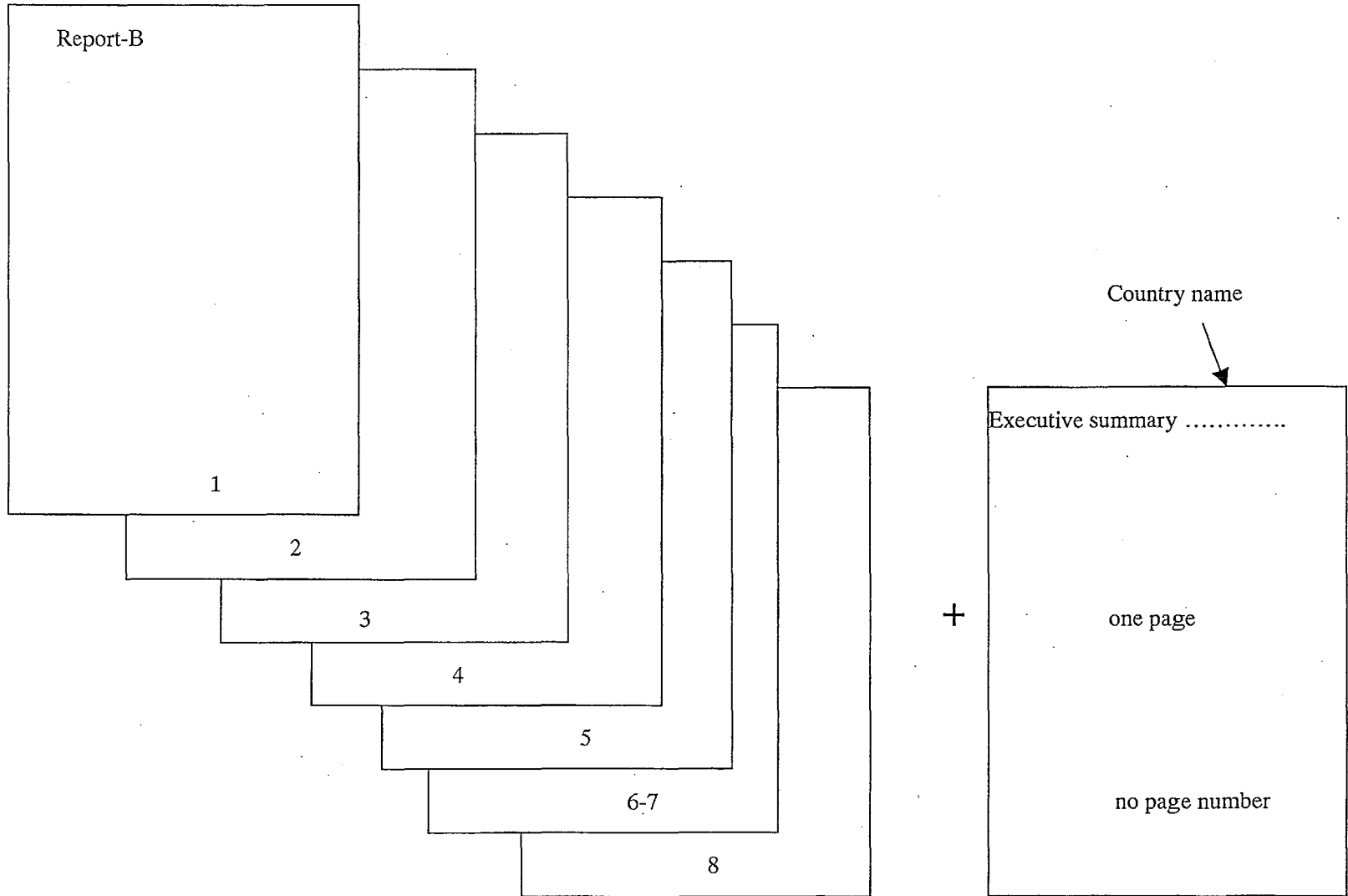
Font: Times New Roman normal
Font seze: *
Spacing: Normal spacing

2. History and status of QSTM.....*12Pt

Description.....*12Pt

16-1 Configuration of Report-B, Country Report of National committee

9-1



16. The first page of Report—B, Country report

Country report on TQM dissemination, 1995-1999

Brunei Darussalam

Country name

Executive summary—one page

1) Overview of Industrial and economic development

Executive summary—One page
and 6-8 pages

2) History and status of QSTM

17. The first page of Report—C, 5 year plan of action

5 year plan of action for TQM dissemination, 2000-2004

Brunei Darussalam ← Country name

Contents: Free
However, the plan should include
Budget proposal and resource allocation plan

4-6 pages

18. Contents of UNIDO's Publication

1999-06-30 JSA

			pages	Prepared by
1	C1	Cover		
2	C2	Forward	1	UNIDO
3	C3	Preface	2-3	UNIDO
4	C4	Introduction and overview of the project	3-5	UNIDO
5	C5	Conceptual review and history of TQM theory	3-5	UNIDO
6	M0	Introduction of TQM Handbooks	'4-6	JSA
	M1	TQM Handbook [1] Chief Executive officer	'4-6	
	M2	TQM Handbook [2] Manager	'4-6	
	M3	TQM Handbook [3] Common employees	'4-6	
	M4	TQM Handbook [4] Policy Management	'4-6	
	M5	TQM Handbook [5] Standardization	'4-6	
	M6	TQM Handbook [6] Daily Management	'4-6	
	M7	TQM Handbook [7] QC Circle	'4-6	
	M8	TQM Handbook [8] Problem solving	'4-6	
	M9	TQM Handbook [9] Statistical Method	'4-6	
	M10	TQM Handbook [10] Safety Control	'4-6	
	M11	TQM Handbook [11] Process control	'4-6	
	M12	TQM Handbook [12] Management of Facilities and Equipment	'4-6	
	M13	TQM Handbook [13] Measurement Control	'4-6	
	M14	TQM Handbook [14] Inspection	'4-6	
	M15	TQM Handbook [15] Education and training	'4-6	
	M16	TQM Handbook [16] External Supplier-Purchasing	'4-6	
	M17	TQM Handbook [17] Production Control	'4-6	
	M18	TQM Handbook [18] Disposal and Proper Arrangement	'4-6	
	M19	TQM Handbook [19] Cleaning, Cleanliness, Environment	'4-6	
7	R-B1	Brunei, Report-B	6-8	ASEAN National Committee and Model company
	R-A1	Interline Roofing (B) Sdn, Bhd (Brunei)	'5-6	
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	R-A2	PT Terang Kita (Indonesia)	'5-6	
	R-A3	PT Bakrie Tosanjaya (Indonesia)	'5-6	
	R-B3	Malaysia, Report-B	6-8	
	R-A4	Ingress Engineering Sdn. Bhd (Malaysia)	'5-6	
	R-A5	Raya Plastic Industri Sdn. Bhd (Malaysia)	'5-6	
	R-B4	Philippines, Report-B	6-8	
	R-A6	First GEM Philippines Electric Corp. (Philippines)	'5-6	
	R-A7	Tiongson Industries, Inc. (Philippines)	'5-6	
	R-B5	Singapore, Report-B	6-8	
	R-A8	Cast Laboratories (Singapore)	'5-6	
	R-B6	Thailand, Report-B	6-8	
	R-A9	Federal Electric Corp., Ltd. (Thailand)	'5-6	
	R-A10	Siam Cast iron worksCo., Ltd. (Thailand)	'5-6	
	R-B7	Vietnam, Report-B	6-8	
	R-A11	Tienphong Plastic Company (Vietnam)	'5-6	
	R-A12	Petrol Mechanical Company (Vietnam)	'5-6	
8	J1	Case study Report of A Japanese Company	10	
		Total pages	198-268	