

APPENDIX

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APPENDIX 1.
STUDY TEAM MEMBER LIST

APPENDIX 1. Study Team Member List

The JICA Study Team consists of the following members:

Task	Name	Company
Team Leader	Takashi NOBEHARA	The Japan Research Institute Ltd.
Industrial Development Policies	Kazuo MISHIMA	The Japan Research Institute Ltd.
Tax and Finance Systems	Yoichi MATSUI	The Japan Research Institute Ltd.
Sub-contracting System	Hiroshi IMAI	The Japan Research Institute Ltd.
Demand Analysis	Masaaki UEDA	Yachiyo Engineering Co., Ltd.
Investment and Export Promotion	Hideichi OKAMOTO	The Japan External Trade Organization (JETRO)
Management & Production Control I (Automotive Parts)	Tadashi MURAKAMI	Management Technics Consulting Office
Management & Production Control II (Electric and Electronic Parts)	Tatsuro BANDO	The Japan Research Institute Ltd.
Automotive Parts I (Metal Processing: Casting & Forging)	Masao KIKUCHI	The Materials Process Technology Center of Japan
Automotive Parts II (Metal Processing: Dies and Metal Press)	Tatsuo HOKUGOH	Yachiyo Engineering Co., Ltd.
Electric and Electronic Parts I (Metal Processing)	Masahiro CHIII	Shinko Research Co., Ltd.
Electric and Electronic Parts II (Plastic, etc.)	Michio KOMATSU	M. Komatsu Consulting Engineer Office
Machinery Parts	Shohachi KURIHARA	The Materials Process Technology Center of Japan

APPENDIX 2.
QUESTIONNAIRE TO PARTS AND COMPONENTS SUPPLIERS
IN INDONESIA

**QUESTIONNAIRE
TO
PARTS AND COMPONENTS SUPPLIERS
IN INDONESIA**

**KUESIONER
UNTUK
PEMASOK PART DAN KOMPONEN
DI INDONESIA**

Company Code :
Kode Perusahaan
 Interview Date :
Tanggal Wawancara
 Interviewee Name : Position:
Yang Diwawancara Jabatan
 Interviewer Name : Signature:
Nama Pewawancara Tanda tangan

1. COMPANY OUTLINE/DATA UMUM PERUSAHAAN

<u>Company Name</u> <i>Nama Perusahaan</i>				
<u>Address</u> <i>Alamat</i>	<input type="checkbox"/> EPZ <input type="checkbox"/> EPTC (Check if your company is located in these areas/Beri tanda bila perusahaan Anda berada dalam kawasan ini)		Tel: Fax:	
<u>Established in</u> <i>Didirikan tahun</i>	19	<u>Status of Company</u> <i>Status Perusahaan</i>	<input type="checkbox"/> PMDN <input type="checkbox"/> BUMN	<input type="checkbox"/> PMA <input type="checkbox"/> NON-PMA/PMDN
<u>Paid-up Capital</u> <i>Modal disetor</i>	<u>Million Rp. of which Domestic</u> <i>Juta Rp., terdiri dari: Domestik</i>		<u>% Foreign</u> <i>Asing</i>	<u>% (Country:)</u> <i>Negara</i>
<u>Total Sales (1995)</u> <i>Total Penjualan (1995)</i>	<u>Million Rp /Year</u> <i>Juta Rp./Tahun</i>	<u>No. of Employee</u> <i>Jumlah Tenaga Kerja</i>		<u>Persons</u> <i>Orang</i>
<u>Membership of Associations</u> <i>Anggota Asosiasi</i> (Industrial associations, clubs, and/or group)	<hr/> <hr/> <hr/>			

2. PRODUCTION/PRODUKSI

2-1. Product Items/Produk

Write five (5) of your products in order of sales amount in 1995. To each product, clarify for what the product is used, using a symbol of the following classification:

Sebutkan lima(5) produk Anda menurut jumlah penjualan tahun 1995. Jelaskan penggunaan produk tersebut menurut klasifikasi di bawah ini:

No.	Name of Products>Nama Produk	Production Process/Proses Produksi	Final Products/Produk Akhir
1			
2			
3			
4			
5			

* Refer to the following process and use of parts and components.
Lihat daftar proses dan penggunaan part dan komponen di bawah ini.

Production Process used in your Factory/Proses produksi yang digunakan pada perusahaan Anda.

1. Parts assembling/Perakitan	2. Casting/Pengecoran	3. Forging/Penempaan
4. Machining/Pemesinan	5. Presswork/Pres	6. Sheetwork/Pengerjaan plat
7. Rolling Presswork/Pres Rol	8. Welding/Pengelasan	9. Soldering/Penyolderan
10. Plating & Surface treatment <i>Pelapisan & Perlakuan Permukaan</i>	11. Heat treatment/Perlakuan panas	12. Painting/Pengecatan
13. Plastic molding/Pencetakan plastik	14. Rubber molding/Pencetakan karet	15. Sintering/Penyinteran
16. Ceramic coating/Pelapisan keramik	17. Glass work/Pengerjaan kaca	18. Others/Lain-lain(Sebutkan)

Use of Parts/Components (Final Product)/Penggunaan Part/Komponen (Produk Akhir).

Electrical equipment/Peralatan listrik

A. Consumer electrical goods

Peralatan listrik rumah tangga

(washing machine/mesin cuci, refrigerator/kulkas, air conditioner/pendingin udara, electric fans/kipas angin, microwave oven/oven gelombang mikro, electric rice cooker/penanak nasi listrik, toaster/pemanggang roti, etc.)

B. Industrial electric equipment

Peralatan listrik industri

(motors/motor, transformers/trafo, generators/pembangkit listrik, circuit breakers/pemutus hubungan, etc.)

Electronic equipment/Peralatan elektronik

C. Consumer electronic goods

Elektronik konsumsi

(TVs/TV, radios/radio, video equipment/peralatan video, tape recorders/tape rekorder, CD player/kompak disk, stereo sets/peralatan stereo, etc.)

D. Industrial electronic equipment

Peralatan elektronik industri

D-1 Telecommunication devices, such as:

Peralatan komunikasi, seperti:

(telephones/telepon, facsimile machines/mesin faksimili, transceivers/transceiver, portable telephones/telepon genggam etc.)

D-2. Office equipment, such as

Peralatan kantor, seperti:

(calculators/kalkulator, data processing equipment/peralatan pemrosesan data (personal computers/komputer pribadi, printers/printer, hard disk drives/hard disk drives, etc.), copying machines/mesin fotokopi, cash registers/mesin kas, etc.).

Automobile/Otomobil

E. Four-wheel vehicles/Kendaraan roda empat

E-1 Passenger vehicles/Kendaraan penumpang

E-2. Commercial vehicles/Kendaraan niaga (vans/van, buses/bis, pickup trucks/truk pickup, truck/truk.)

F. Motorcycles/Sepeda motor

Machinery/Permesinan

G. Pumps/Pompa

H. Common machine tools/Mesin perkakas umum

(lathes/mesin bubut, small boring machines/mesin bor kecil, milling machines/mesin frais, etc.)

I. Textile machines/Mesin tekstil

J. Combustion engines/Motor bakar

K. Others Machinery/Mesin lainnya.

Others/Lain-lain

L. Others/Lain-lain (Specify in the column/Sebutkan)

2.2. Major Raw Materials and Their Procurement/Bahan Baku Utama dan Pengadaannya

What kind of materials does your company procure? Please check V in of applicable materials. And answer procurement method and evaluation of materials for applicable materials.

Bahan baku apa saja yang dibeli perusahaan Anda? Beri tanda V dalam untuk material tersebut. Sebutkan metoda pengadaan dan penilaian atas material tersebut.

	Use of Materials Pemakaian Bahan		Source Sumber		Evaluation Materials (1.Satisfied, 2.Fair, 3. Not Satisfied) Penilaian atas Bahan 1.Memuaskan 2.Cukup 3.Tidak Memuaskan		
	Yes Ya	No Tidak	Domestic Domestik	Imported Impor	Cost Biaya	Quality Mutu	Delivery Penyerahan
1.1 Carbon steel/Baja karbon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
1.2 Stainless steel/Baja tahan karat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
1.3 Other alloy steels Baja paduan lainnya	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
1.4 Cold rolled steel plates/Plat CRS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
1.5 Hot rolled steel plates/Plat HRS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
1.6 Steel tubes/Pipa baja	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
1.7 Spring steels/Baja per	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
1.8 Other iron & iron alloy Besi & besi paduan lainnya	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
2.1 Copper & copper alloy Tembaga & tembaga paduan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
2.2 Aluminum & Al alloy Aluminium & aluminium paduan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
3. Rubber/Karet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
4. Plastics/Plastik	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
5. Glass/Kaca	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
6. Ceramics/Keramik	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
7. Textiles/leather/Tekstil/kulit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
8. Others/Lain-lain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3

2-3. Use of Mold Patterns and Dies (Tick (V) one or more)/Penggunaan Pola Cetakan dan Die (Beri tanda V, satu atau lebih).

Please check an answer applicable to your company for use of mold patterns and dies.
Beri tanda untuk jawaban yang sesuai untuk perusahaan Anda.

- a. We do not use molds and dies /Tidak menggunakan cetakan dan die.
- b. Molds and dies are all produced in-house./Cetakan dan die dibuat sendiri (in-house).
- c. Molds and dies are partly produced in-house and partly purchased from local manufactures.
Cetakan dan die dibuat sebagian secara in-house dan sebagian lagi dibeli dari produsen lokal.
- d. Molds and dies are partly produced in-house and partly purchased from overseas manufactures.
Cetakan dan die dibuat sebagian secara in-house dan sebagian dibeli dari produsen luar negeri.
- e. Molds and dies are partly produced in-house and partly supplies from buyers.
Cetakan dan die dibuat sebagian secara in-house dan sebagian dipasok pembeli.
- f. Molds and dies are all purchased from local manufacturers.
Cetakan dan die semuanya dibeli dari produsen lokal.
- g. Molds and dies are all purchased from overseas manufacturers.
Cetakan dan die semuanya dibeli dari produsen luar negeri.
- h. Molds and dies are all supplied from buyers.
Cetakan dan die semuanya dipasok pembeli.

2-4 Use of Subcontracting Companies/Penggunaan Perusahaan Subkontrak

1) From how many subcontractors does your company procure?/Berapa banyak subkontraktor Anda?

No. of subcontractors/Jumlah subkontraktor: _____ companies/perusahaan.

2) What are products which your company procure from subcontracting companies?

Produk apa saja yang perusahaan Anda beli dari perusahaan-perusahaan subkontrak tersebut?

Product Items/Produk: () () ()

3) What kind of production process do these subcontractors offer to your company? Please check V in □ of applicable technologies. And answer type and evaluation of subcontractors for the processes checked.

Jenis proses produksi apa yang diberikan oleh subkontraktor kepada perusahaan Anda? Beri tanda V dalam □ untuk teknologi yang sesuai. Berikan tanda untuk jenis dan penilaian atas subkontraktor untuk proses yang dipilih tersebut.

Production Process of Subcontractors <i>Proses Produksi Subkontraktor</i>	Type of Subcontractors (Check all types applicable) <i>Jenis Subkontraktor</i> (Beri tanda untuk semua yang sesuai)			Evaluation of Subcontractors (1:Satisfied 2:Fair 3:Not Satisfied) <i>Penilaian atas Subkontraktor</i> (1:Memuaskan 2:Cukup 3:Tidak memuaskan)		
	Foreign owned company <i>Perusahaan Asing</i>	Large- and Medium Local Company <i>Perusahaan Lokal Besar dan Menengah</i>	Small-sized Local Company <i>Perusahaan Lokal Kecil</i>	Cost <i>Biaya</i>	Quality <i>Mutu</i>	Delivery <i>Penyerahan</i>
<input type="checkbox"/> 1. Parts assembling/ <i>Perakitan part</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 2-1. Steel casting/ <i>Pengecoran baja</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 2-2. Iron casting/ <i>Pengecoran besi</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 2-3. Die casting/ <i>Pengecoran die</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 2-4. Other Casting <i>Pengecoran lainnya</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 3-1. Free Forging/ <i>Penempaan bebas</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 3-2. Die forging/ <i>Penempaan die</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 4-1. Parts machining/ <i>Pemesinan part</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 4-2. Machining for dies and molds <i>Pemesinan die dan cetakan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 4-3. Machining for jigs and fixtures <i>Pemesinan jig dan fixture</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 5-1. Stamping press	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 5-2. Cold forging/ <i>Penempaan dingin</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 6. Sheetwork/ <i>Pengerjaan plat</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 7. Welding/ <i>Pengelasan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 8. Soldering/ <i>Penyolderan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 9. Plating & surface treatment <i>Pelapisan & perlakuan permukaan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 10. Heat treatment/ <i>Perlakuan panas</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 11. Painting/ <i>Pengecatan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 12. Plastic molding <i>Pencetakan plastik</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 13. Rubber molding <i>Pencetakan karet</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 14. Sintering/ <i>Penyinteran</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3
<input type="checkbox"/> 15. Others (specify)/ <i>Lain-lain</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 2 3	1 2 3	1 2 3

4) What are procurement conditions of your company from subcontractors? Please choose all answers applicable.

Apa persyaratan pembelian perusahaan Anda terhadap subkontraktor? Pilih semua jawaban yang sesuai.

Order/Order	<input type="checkbox"/> a. Regular order/Order tetap	<input type="checkbox"/> b. Ad hoc order/Order tidak tetap
Payment/Pembayaran	<input type="checkbox"/> a. By cash/Tunai	<input type="checkbox"/> b. By credit/Kredit
Materials/Bahan baku	<input type="checkbox"/> a. Supply materials/Pasokan bahan baku <input type="checkbox"/> b. No supply of materials/Tidak ada pasokan bahan baku	

5) Does your company wish to expand use of subcontractors?
Apakah perusahaan Anda ingin memperluas penggunaan subkontraktor?

- Yes/Iya No/Tidak

6) What are major difficulties in promoting subcontracting?
Apa kesulitan utama Anda dalam mempromosikan subkontrak?

- 1. Low product quality/*Mutu produk rendah*
- 2. Low supply capacity/*Kapasitas pasokan rendah*
- 3. Delay in delivery/*Penyerahan yang lambat*
- 4. High production cost/*Biaya produksi tinggi*
- 5. Low level of technology/*Tingkat teknologi rendah*
- 6. Poor Management/*Pengelolaan yang lemah*
- 7. Low entrepreneurship/*Kewiraswastaan rendah*
- 8. Location is far from company/*Lokasi jauh dari perusahaan*
- 9. Lack of information on local suppliers/*Kurang informasi tentang pemasok lokal*
- 10. Others (Please specify)/*Lain-lain (Sebutkan)*

2-5. Manufacturing Cost Breakdown/Rincian Biaya Pengolahan

Please show the breakdown of manufacturing cost in percentage.
Sebutkan rincian biaya pengolahan

1. Raw material costs/ <i>Biaya bahan baku</i>	%
2. Labor costs/ <i>Upah tenaga kerja</i>	%
3. Sub-contracting costs/ <i>Biaya subkontrak</i>	%
4. Depreciation costs/ <i>Biaya deprestasi</i>	%
5. Other manufacturing costs/ <i>Biaya-biaya pengolahan lainnya</i>	%
6. Total manufacturing costs/ <i>Biaya pengolahan seluruhnya</i>	100%

3. PRODUCTION FACILITY/FASILITAS PRODUKSI

1) How do you evaluate the modernization level of your machinery and equipment with the international level?
Bagaimana tingkat kecanggihan mesin dan peralatan Anda dibandingkan dengan tingkat internasional?

- a. Modernized enough/*Cukup moderen* b. Medium level/*Tingkat menengah* c. Obsolete/*Ketinggalan*

2) Is your existing production capacity enough to meet the market demand?
Apakah kapasitas produksi Anda sekarang dapat memenuhi permintaan pasar?

- a. Enough/*Cukup* b. Not enough/*Tidak cukup* c. Excess capacity/*Melebihi kapasitas.*

3) What is your company's plan to invest in new machinery and equipment in coming 2 years?
Berapa besar rencana investasi perusahaan Anda untuk mesin dan peralatan dalam 2 tahun mendatang?

Total Investment Amount Million Rp.
Jumlah investasi keseluruhan Juta Rp.

- 4) What are types of facilities/purpose of investment? Please check all applicable items and specify major machinery and equipment to be invested.
 Sebutkan jenis investasi tersebut? Beri tanda untuk butir-butir yang sesuai dan nyatakan mesin dan peralatan utama yang akan ditanam.

	<u>Major Machinery and Equipment</u> <u>Mesin dan Peralatan Utama</u>
<input type="checkbox"/> 1. Facilities for production expansion <i>Fasilitas untuk peningkatan produksi</i>	()
<input type="checkbox"/> 2. Modernized machines/facilities of new technology <i>Mesin-mesin/fasilitas moderen dengan teknologi baru</i>	()
<input type="checkbox"/> 3. Mold making facilities/ <i>Fasilitas pembuatan mold/cetakan</i>	()
<input type="checkbox"/> 4. QC/inspection facilities/ <i>Fasilitas pengawasan/inspeksi mutu</i>	()
<input type="checkbox"/> 5. R/D and designing facilities <i>Fasilitas penelitian dan pengembangan dan disain</i>	()
<input type="checkbox"/> 6. Experimental facilities/ <i>Fasilitas percobaan</i>	()
<input type="checkbox"/> 7. Trial production facilities/ <i>Fasilitas produksi percobaan</i>	()
<input type="checkbox"/> 8. Others (Specify)/ <i>Lain-lain (Sebutkan)</i>	()

4. SALES/PENJUALAN

4-1. Customers/Konsumen

1). Number of Customers/*Jumlah Konsumen* companies/*perusahaan*

2). Sales Breakdown/*Rincian Penjualan*

Please show sales breakdown in percentage.
 Tunjukkan rincian penjualan Anda dalam persentase.

Subcontracting Business (OEM) <i>Bisnis Subkontrak (OEM)</i>	%
Sales to General Market or After Market <i>Penjualan untuk Pasar Umum atau Purna Jual</i>	%
Total Sales/ <i>Total Penjualan</i>	100%

Sales to Domestic Market <i>Penjualan untuk Pasar Domestik</i>	%
Export to EPZ/EPT <i>Ekspor ke EPZ/EPT</i>	%
Export to Other Countries <i>Ekspor ke negara lain</i>	%
Total Sales/ <i>Total Penjualan</i>	100%

3) Major Customers/Konsumen Utama

Please write five (5) of your major customers. To each customer, please clarify the share to total sales, type of ownership and the years of business relationship.

Tuliskan lima konsumen utama Anda. Jelaskan sumbangan/pangsanya terhadap penjualan keseluruhan, bentuk kepemilikan dan lama hubungan bisnis masing-masing.

Name of Customer/Konsumen	Share to Total Sales/Sumbangan terhadap total penjualan	Ownership Kepemilikan	No. of Years of Business with Your Company Lama bermitra dengan perusahaan Anda
1	%	A B C	
2	%	A B C	
3	%	A B C	
4	%	A B C	
5	%	A B C	

Note* Clarify the ownership of the customer by (A) 100% domestic, (B) a joint-venture with foreign investment, (C) a joint-venture with 50% or more foreign investment.

Jelaskan kepemilikan konsumen dengan (A) 100% domestik, (B) usaha patungan dengan pihak asing, (C) usaha patungan dengan 50% atau lebih investasi asing.

4-2. Relationship with Customers/Assemblers/Hubungan dengan Konsumen/Perakit

1) How does your company evaluate the relationship with customers/assemblers? Please choose applicable answers.
Bagaimana perusahaan Anda mengevaluasi hubungan dengan konsumen/perakit? Pilih jawaban yang sesuai.

1. Quality standard Standar mutu	a. Too strict Sangat ketat	b. Not very strict Tidak terlalu ketat	c. Not strict Tidak ketat
2. Quantity Jumlah	a. Too large lot order Order terlalu banyak	b. Appropriate order Order yang sesuai	c. Too small lot order Order terlalu kecil
3. Delivery Penyerahan	a. Very strict Sangat ketat	b. Not very strict Tidak terlalu ketat	c. Not strict Tidak ketat
4. Cost Biaya	a. Target prices given from buyers are too high to achieve Target harga yang ditetapkan pembeli terlalu tinggi untuk dicapai b. Target prices given from buyers are no difficult to achieve Target harga yang ditetapkan pembeli tidak sulit untuk dicapai		
5. Payment Pembayaran	a. Often delay Sering tertunda	b. No payment delay Tidak ada penundaan pembayaran	

- 2) What kind of assistance do you receive from your customers/assemblers at present?
Jenis bantuan apa yang Anda peroleh dari konsumen/perakit saat ini?

<p>1. Supplies (Materials, dies and molds etc.) <i>Pasokan (material, die dan cetakan dll)</i></p>	<p>a. Yes receiving <i>Ya</i> b. Not receiving <i>Tidak</i> c. Not receiving, but wish to receive <i>Tidak tetapi ingin mendapatkan</i></p> <p>If answered "a", do you wish expansion? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Bila dijawab "Ya" apakah Anda ingin melakukan perluasan? <input type="checkbox"/> Ya <input type="checkbox"/> Tidak</i></p>
<p>2. Financial Support (credit, guarantee, etc.) <i>Dukungan finansial (pinjaman, ekuiti, jaminan, dll)</i></p>	<p>a. Yes receiving <i>Ya</i> b. Not receiving <i>Tidak</i> c. Not receiving, but wish to receive <i>Tidak tetapi ingin mendapatkan</i></p> <p>If answered "a", do you wish expansion? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Bila dijawab "Ya" apakah Anda ingin melakukan perluasan? <input type="checkbox"/> Ya <input type="checkbox"/> Tidak</i></p>
<p>3. Technical Support (Licensing, technical guidance, quality inspection, etc) <i>Dukungan teknik (perizinan, bimbingan teknik, pengawasan mutu, dll)</i></p>	<p>a. Yes receiving <i>Ya</i> b. Not receiving <i>Tidak</i> c. Not receiving, but wish to receive <i>Tidak tetapi ingin mendapatkan</i></p> <p>If answered "a", do you wish expansion? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Bila dijawab "Ya" apakah Anda ingin melakukan perluasan? <input type="checkbox"/> Ya <input type="checkbox"/> Tidak</i></p>
<p>4. Managerial Assistance (Advisory service, dispatch of personnel, etc) <i>Bantuan pengelolaan (jasa penasehat, pengiriman personil, dll)</i></p>	<p>a. Yes receiving <i>Ya</i> b. Not receiving <i>Tidak</i> c. Not receiving, but wish to receive <i>Tidak tetapi ingin mendapatkan</i></p> <p>If answered "a", do you wish expansion? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Bila dijawab "Ya" apakah Anda ingin melakukan perluasan? <input type="checkbox"/> Ya <input type="checkbox"/> Tidak</i></p>
<p>5. Education and training <i>Pendidikan dan pelatihan</i></p>	<p>a. Yes receiving <i>Ya</i> b. Not receiving <i>Tidak</i> c. Not receiving, but wish to receive <i>Tidak tetapi ingin mendapatkan</i></p> <p>If answered "a", do you wish expansion? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Bila dijawab "Ya" apakah Anda ingin melakukan perluasan? <input type="checkbox"/> Ya <input type="checkbox"/> Tidak</i></p>

- 3) What are the difficulties in your company expanding or penetrating the subcontracting business as a supplier?
 Choose two (2) applicable items.
Kesulitan apa yang dihadapi perusahaan Anda dalam melakukan perluasan dan penetrasi sub kontrak sebagai pemasok? Pilih dua jawaban yang sesuai

- 1. Lack of information on potential customers?
Kekurangan informasi tentang konsumen yang potensial?
- 2. Difficulty in penetrating an established subcontracting relationship.
Kesulitan melakukan penetrasi ke dalam hubungan sub kontrak yang telah ada
- 3. Insufficient competitiveness in cost, quality, and delivery.
Kurang kompetitif dalam biaya, mutu dan penyerahan
- 4. Insufficient production capacity.
Kapasitas produksi yang tidak mencukupi
- 5. Insufficient sales capability.
Kemampuan penjualan tidak memadai
- 6. Others/Lain-lain (Please specify/Sebutkan:)

- 4) Does your company receive assistance under Program Bapak Angkat?
Apakah perusahaan Anda menerima bantuan dalam rangka Program Bapak Angkat?

- 1. We know and have already received
Kami mengetahui dan telah menerima bantuan
- 2. We know but do not received
Kami mengetahui tetapi tidak menerima bantuan
- 3. We don't know.
Kami tidak mengetahui

If answered "1", what kinds of assistance does your company receive?

Bila dijawab "1", jenis bantuan apa yang Anda peroleh?

Types of Assistance:

Jenis bantuan

From which company? Name of Bapak Angkat: _____
Dari perusahaan mana? Nama Bapak Angkat

5. PRODUCTION TECHNOLOGY/TEKNOLOGI PRODUKSI

1) What is production style of your company?

Apa model produksi perusahaan Anda?

Production planning/Perencanaan produksi

1. Production based on order/Produksi berdasarkan order

2. Production based on demand forecast/Produksi berdasarkan perkiraan permintaan

Variety of products & production quantity/Macam produk dan jumlah produksi

1. Large-variety and small-volume production/Banyak-jenis dan produksi volume-kecil

2. Small-variety and large-volume production/Sedikit-jenis dan produksi volume-besar

2) What is the most serious or frequent complaints that your customers raise to you? Choose two (2) answers applicable?
Keluhan apa yang paling serius atau paling sering disampaikan oleh konsumen Anda. Pilih dua jawaban yang sesuai.

1. Quality (Low or uneven)/Mutu (rendah atau tidak merata)

2. Pricing (high)/Harga (tinggi)

3. Delivery (delay or inconstant)/Penyerahan/pengiriman (terlambat atau tidak tetap)

4. Production capacity (not enough to meet demand)/Kapasitas produksi (tidak cukup untuk memenuhi permintaan)

5. Technological capabilities of development (insufficient)/Kemampuan teknologi untuk pengembangan (tidak memadai)

6. Others/Lain-lain (Please specify/Sebutkan: _____)

3) What kind of industrial standards do you usually use? Choose all answer applicable to your company.
Standar industri apa yang selalu Anda gunakan? Pilihlah jawaban yang sesuai untuk perusahaan Anda.

1. International standards (ISO, IEC) (Please specify: _____) /Standar internasional (ISO, IEC) (Sebutkan: _____)

2. Foreign standards (Please specify /Standar asing (Sebutkan: _____)

3. Indonesian Standards /Standar Indonesia

4. Customer's standards/Standar konsumen

5. Your own company's standards /Standar perusahaan sendiri

6. None/Tidak memakai standar

7. Others/Lain-lain (Please specify/Sebutkan: _____)

4) Have your company acquired ISO 9000? /Apakah perusahaan Anda memiliki ISO 9000?

a. Already acquired/Telah memiliki

b. Under preparation/Dalam persiapan

c. No plan of application/Tidak ada rencana penggunaan

5) What kinds of measures does your company take for quality control? Please choose all answers applicable to your company.
Tindakan apa yang perusahaan Anda lakukan untuk pengawosan mutu? Pilih jawaban-jawaban yang sesuai untuk perusahaan Anda

- 1. Establishment of a department/division for QC/inspection
Membangun departemen/bagian untuk pengendalian mutu/pemeriksaan.
- 2. Inspection by a full-time inspector(s)/Pemeriksaan oleh pengawas tetap (full time).
- 3. Inspection by operators/workers themselves on the production line
Pemeriksaan oleh operator sendiri pada jalur produksi.
- 4. In-coming inspection of parts and materials/Pemeriksaan part dan bahan yang datang
- 5. Total inspection of finished goods/Pemeriksaan menyeluruh atas barang jadi
- 6. Sample inspection of finished goods/Pemeriksaan contoh barang jadi
- 7. Inspection of semi-finished goods between processes/Pemeriksaan barang setengah jadi diantara proses
- 8. Introduction of QC circle activities/Pengenalan kegiatan gugus kendali mutu
- 9. Introduction of a suggestion system in which employees make suggestions for the quality improvement
Pengenalan sistem pemberian saran dengan menggalakkan pekerja untuk memberikan saran bagi peningkatan mutu
- 10. Others //Lain-lain(Please specify/Sebutkan _____)

6) For the development of technology level, what kinds of measures or supports do you consider necessary and effective? Please choose three (3) answers applicable from the following.
Untuk peningkatan teknologi, tindakan atau dukungan apa yang Anda anggap perlu dan efektif? Pilih tiga jawaban yang sesuai dari jawaban di bawah ini

- 1. Seminars/Seminar
- 2. Workshops/Lokakarya
- 3. Training in Indonesia/Pelatihan di Indonesia
- 4. Training in overseas/Pelatihan di luar negeri
- 5. Extension advisory services/Jasa penasehat lapangan
- 6. Permanent advisory services/Jasa penasehat permanen
- 7. Licensing/Perizinan
- 8. Information provision services on new technologies/Penyediaan informasi tentang teknologi baru
- 9. Expansion of services by technical institutions and laboratories
Perluasan pelayanan melalui lembaga dan laboratorium teknis
- 10. Others //Lain-lain (Specify/Sebutkan _____)

7) At present, do you have any technical collaboration with foreign companies (including foreign-owned companies in Indonesia) or a foreign consultant(s)? And what kind of technical assistance do you desire in the near future? Please choose one or more answer from the following:
Pada saat ini apakah Anda mengadakan kerjasama teknik dengan perusahaan asing (termasuk perusahaan milik asing yang berada di Indonesia) atau konsultan asing? Bentuk bantuan teknik apa yang Anda inginkan dalam waktu dekat? Pilih salah satu atau lebih jawaban berikut:

<u>Present</u> Sekarang Yang akan datang	<u>Future</u>	<u>Types of Collaboration</u> Bentuk Kerjasama	<u>Country/Present</u> Negara/Sekarang
<input type="checkbox"/>	<input type="checkbox"/>	1. Licensing/Perizinan	()
<input type="checkbox"/>	<input type="checkbox"/>	2. Training in Indonesia/Pelatihan di Indonesia	()
<input type="checkbox"/>	<input type="checkbox"/>	3. Training in Overseas/Pelatihan di luar negeri	()
<input type="checkbox"/>	<input type="checkbox"/>	4. Technical Guidance/Advisory Service Bimbingan teknik/Jasa penasehat	()
<input type="checkbox"/>	<input type="checkbox"/>	5. Others (Please specify)/Lain-lain (Sebutkan)	()

6. HUMAN RESOURCE/SUMBER DAYA MANUSIA

1) What is the academic background of your employees?/Sebutkan latar belakang pendidikan tenaga kerja Anda
 Fulfill in the number of personnel /Tuliskan jumlah tenaga kerja

	<u>Technical</u> <u>Teknik</u>	<u>Non-Technical</u> <u>Non-Teknik</u>	<u>Total</u> <u>Total</u>
1. Degree and above/Sarjana dan di atasnya	_____	_____	_____
2. Diploma/Diploma	_____	_____	_____
3. High school & vocational certificate Sekolah menengah dan pelatihan	_____	_____	_____
4. Primary & lower secondary Sekolah dasar & sekolah menengah pertama	_____	_____	_____
5. Others/Lain-lain	_____	_____	_____
Total	_____	_____	_____

2) Average years in service of workers in your company
 Pengalaman kerja rata-rata pekerja di perusahaan Anda: _____ years/tahun

3) Average age of workers in your company
 Usia rata-rata pekerja di perusahaan Anda: _____ years old/tahun

4) What are major problems concerning human resource management? Please choose two(2) answers applicable to your company.
 Apakah masalah utama tentang pengelolaan sumber daya manusia/Pilih dua jawaban yang sesuai.

- 1. Difficulty in recruiting highly educated personnel/Kesulitan mendapatkan tenaga kerja yang berpendidikan tinggi
- 2. Difficulty in training and educating in-house/Kesulitan dalam pelatihan dan pendidikan in-house
- 3. Lack of discipline and moral among workers for their job/Kurong disiplin pekerja terhadap pekerjaannya
- 4. Frequent job-hopping/Sering pindah kerja
- 5. Labor dispute or strikes/Persengketaan buruh atau pemogokan
- 6. Increase in salaries and wages/Kenaikan gaji dan upah
- 7. Others/Lain-lain (Please specify: /Sebutkan.....)

5) How do you train and educated your employees? Choose all answers applicable to your company.
 Bagaimana Anda melatih dan mendidik tenaga kerja Anda? Pilih jawaban yang cease untuk perusahaan Anda.

- 1. On-the-job training/Pelatihan on-the-job
- 2. In-house seminar/lecture/Seminar/Pengajaran in-house
- 3. Training at customers in Indonesia/Pelatihan di lokasi konsumen di Indonesia
- 4. Dispatch to seminars and workshops in Indonesia/Mengirimkan ke seminar dan lokakarya di Indonesia
- 5. Dispatch to training courses in Indonesia/Mengirimkan ke pelatihan di Indonesia
- 6. Dispatch to overseas training/Mengirimkan ke pelatihan luar negeri
- 7. Others/Lain-lain (Please specify/Sebutkan:

7. FINANCE/KEUANGAN

1) From what kind of institute does your company borrow at present? Choose all applicable institutions and answer the type of borrowing.

Dari lembaga mana Anda memperoleh pinjaman saat ini? Pilih jawaban yang sesuai.

<u>Source</u> <u>Sumber</u>	<u>Long-term or Short-term*</u> <u>Jangka panjang atau jangka pendek</u>		<u>Interest Rate</u> <u>Suku Bunga</u>
<input type="checkbox"/> National commercial banks Bank komersial nasional	<input type="checkbox"/> Long Panjang	<input type="checkbox"/> Short Pendek %
<input type="checkbox"/> Development banks Bank pembangunan	<input type="checkbox"/> Long Panjang	<input type="checkbox"/> Short Pendek %

- | | | | |
|--|---|---|---------|
| <input type="checkbox"/> Private commercial banks
<i>Bank komersial swasta</i> | <input type="checkbox"/> Long
<i>Panjang</i> | <input type="checkbox"/> Short
<i>Pendek</i> | % |
| <input type="checkbox"/> Rural credit banks
<i>Bank perkreditan desa</i> | <input type="checkbox"/> Long
<i>Panjang</i> | <input type="checkbox"/> Short
<i>Pendek</i> | % |
| <input type="checkbox"/> Non-bank financial institutions
<i>Lembaga keuangan non-bank</i> | <input type="checkbox"/> Long
<i>Panjang</i> | <input type="checkbox"/> Short
<i>Pendek</i> | % |
| <input type="checkbox"/> Others (Please specify:)
<i>Lain-lain (Sebutkan:)</i> | <input type="checkbox"/> Long
<i>Panjang</i> | <input type="checkbox"/> Short
<i>Pendek</i> | % |

Note: * "Long-term" is 1 year or more.

Catatan: * "Jangka-panjang" adalah 1 tahun atau lebih.

Use of special financial schemes/Pemakaian Pola Pembiayaan Khusus

If your company utilizes a public financial scheme, please check all your company utilizes.

Bila perusahaan Anda menggunakan pola pembiayaan publik/pemerintah, beri tanda pada jawaban di bawah ini.

- 1. KIK
- 2. KMKP
- 3. Kredit Mini
- 4. Kredit Midi
- 5. KUPeDES
- 6. Kredit Kelayakan Usaha
- 7. Others/Lain-lain (Please specify/Sebutkan:

2) What are major uses of these borrowing? Please choose all applicable to your company.
Sebutkan penggunaan utama dana pinjaman tersebut. Pilih jawaban yang sesuai

- 1. Increase in working capital/Meningkatkan modal kerja
- 2. Purchase of new machinery and equipment/Membeli mesin-mesin dan peralatan baru
- 3. Construction of a new plant/Membangun pabrik baru
- 4. Setting-up of a new branch office(s)/Mendirikan kantor-kantor cabang baru
- 5. Expenditure for R&D/Membiayai R&D
- 6. Making-up for loss/Menutupi kerugian
- 7. Relocation of the factory site/Merelokasi pabrik
- 8. Others/Lain-lain (Please specify/Sebutkan:

3) Do you have a plan to raise funds at present?
Apakah Anda berencana untuk menambah dana saat ini?

- Yes/Ya
- No/Tidak

If "yes", answer the following/Bila "ya" jawab pertanyaan berikut:

Amount of funds to be raised/Jumlah dana yang akan ditambahkan: _____ Million/Juta Rp.

What are major uses of funds to be recruited? Please choose all applicable to your company.
Sebutkan penggunaan utama dana yang diperoleh. Pilih jawaban yang sesuai

- 1. Increase in working capital/Meningkatkan modal kerja
- 2. Purchase of new machinery and equipment/Membeli mesin-mesin dan peralatan baru
- 3. Construction of a new plant/Membangun pabrik baru
- 4. Setting-up of a new branch office(s)/Mendirikan kantor-kantor cabang baru
- 5. Expenditure for R&D/Membiayai R&D
- 6. Making-up for loss/Menutupi kerugian
- 7. Relocation of the factory site/Merelokasi pabrik
- 8. Others/Lain-lain (Please specify/Sebutkan:

From what source would your company expects to recruit funds in the near future?
 Dari manakah perusahaan Anda akan memperoleh dana tersebut dalam waktu dekat ini?

Borrowing/Pinjaman

From domestic source/Dari sumber dalam negeri

- Public financial institution in Indonesia/Lembaga keuangan pemerintah di Indonesia
Please name the institutions/Sebutkan nama lembaga tersebut: _____
- From private financial institution in Indonesia/Lembaga keuangan swasta di Indonesia
- Parent company and related companies /Perusahaan induk dan perusahaan-perusahaan terkait
- Non-financing private companies /Perusahaan swasta non-financing
- Informal financing/Pembiayaan informal (family/keuarga, relatives/sanak saudara, etc.)
- Others/Lain-lain (Please specify/Sebutkan: _____)

From Overseas Source/Dari Sumber Luar negeri

- Financial Institutions/Lembaga Keuangan
- Parent company and related companies
Perusahaan induk dan perusahaan-perusahaan yang terkait.
- Others/Lain-lain (Please specify/Sebutkan: _____)

- Issuance of stocks/Penerbitan saham
- Lease/Pinjaman

4) What kind of difficulty does your company have financing?
 Kesulitan apa yang dihadapi perusahaan Anda di bidang keuangan?

- 1. Severe loan eligibility/Persyaratan pinjaman yang berat
- 2. Insufficient mortgage/collateral/Hipotek/jaminan yang tidak mencukupi
- 3. Financial institutions require guarantee of a guarantee company
Lembaga keuangan membutuhkan jaminan atau perusahaan penjamin
- 4. Financial institutions take much time for loan screening
Lembaga keuangan memerlukan waktu yang lama untuk melakukan penaringan pinjaman
- 5. Troublesome formalities of borrowing procedure/Prosedur peminjaman yang berbelit-belit
- 6. Loan amount is limited/Jumlah pinjaman terbatas
- 7. High interest rates/Suku bunga tinggi
- 8. Financial institution passive attitude to finance small- and medium-sized enterprises
Sikap lembaga keuangan yang pasif terhadap perusahaan-perusahaan kecil dan menengah
- 9. Exposure to exchange market in Indonesia/Terpengaruh pasar mata uang di Indonesia
- 10. Undeveloped stock exchange market in Indonesia/Pasar saham yang belum berkembang di Indonesia
- 11. Lack of access to the international financial market/Kurangnya akses ke pasar uang internasional
- 12. Lack of financing know-how in the company/Kurangnya pengetahuan keuangan dalam perusahaan
- 13. Others/Lain-lain (Please specify/Sebutkan: _____)

8. EXPORTS/EKSPOR

1) Does your company export at present?
 Apakah perusahaan Anda melakukan ekspor saat ini?

- Yes/Ya No/Tidak

If answered "Yes", what are products exports?
 Bila "Ya", produk apakah yang diekspor?

Product Exported/Produk Ekspor _____
 (Countries Exported*/Negara tujuan ekspor) () () ()

* Including EPZ and EPTE./Termasuk EPZ dan EPTE

2) What are your company's plan of export? Please check the most applicable answer.
Apakah rencana ekspor perusahaan Anda? Pilih jawaban yang paling sesuai

- a. Planning to start export/Berencana mulai ekspor
- b. Planning to expand export/Berencana memperluas ekspor
- c. No plan for start or expansion of export/Tidak berencana untuk memulai atau memperluas ekspor

If answered "a" or "b"
Bila "a" atau "b"

Target Product/Target Produk

(Target Country*/Negara Sasaran) () () ()

* Including EPZ and EPTE /Termasuk EPZ dan EPTE

3) What are major difficulties in promoting export? Please choose all applicable items.
Apakah kesulitan utama dalam mempromosikan ekspor? Pilih jawaban-jawaban yang sesuai

- 1. Lack of market information/Kekurangan informasi pasar
- 2. Insufficient marketing capability/Kemampuan pemasaran lemah
- 3. Lack of know-how to handle exporting procedures/Kurang pengetahuan untuk menangani prosedur ekspor
- 4. Insufficient competitiveness in cost, quality, and delivery
Daya saing dalam biaya, mutu dan penyerahan rendah
- 5. Insufficient production capacity/Kapasitas produksi tidak mencukupi
- 6. Unstable order/Order yang tidak tetap
- 7. Difference in trade practice/Perbedaan dalam praktek perdagangan
- 8. Formalities required for export to EPZ and EPTE/
Formalitas yang diperlukan untuk mengekspor ke EPZ dan EPTE
- 9. Others/Lain-lain (Please specify/Sebutkan:)

9. ENVIRONMENT AND OTHERS/LINGKUNGAN DAN LAIN-LAIN

9-1. Pollution/Pencemaran

Does your company face claims for pollution?
Apakah perusahaan Anda menghadapi tuntutan pencemaran?

- 1. Yes/Ya
- 2. No, so far/Tidak, hingga saat ini

If answered "Yes" in the above, what are the kinds of industrial pollution? Please check all items applicable to your company.
Bila "Ya", apakah jenis pencemaran industri tersebut? Beri tanda untuk jawaban yang sesuai

- 1. Noise/Kebisingan
- 2. Vibration/Getaran
- 3. Air Pollution/Pencemaran Udara
- 4. Water Pollution/Pencemaran Air
- 5. Sludge disposal/Pembuangan lumpur
- 6. Others (Specify/Sebutkan:)

9-2. Relocation/Relokasi

1) Does your company have a plan to relocate your factory to a new site?
Apakah perusahaan Anda merencanakan relokasi pabrik Anda ke tempat yang baru?

- 1. Yes/Ya
- 2. No, so far/Tidak, hingga saat ini

If your company relocate your factory site, where is the location?
Bila melakukan relokasi, dimana tempat baru tersebut?

Province/Propinsi _____

What is the reason to relocate? Please check all items applicable to your company.
Apakah alasan relokasi tersebut? Beri tanda untuk jawaban yang sesuai

- 1. Better access to your parent company or major customers
Akses yang lebih baik ke perusahaan induk atau konsumen utama
- 2. To enjoy investment facilities/*Menikmati insentif investasi*
- 3. Expansion of products site/*Perluasan lokasi produksi*
- 4. The Government's guideline/regulation for relocation
Peraturan relokasi pemerintah
- 5. Better infrastructure/*Infrastruktur yang lebih baik*
- 6. Location in EPZ/EPTE
Lokasi dalam EPZ/EPTE
- 7. Others/*Lain-lain (Please specify/Sebutkan:)*

10. OVERALL EVALUATION OF MANAGEMENT PROBLEMS/EVALUASI MENYELURUH TENTANG MASALAH PENGELOLAAN

1. Production <i>Produksi</i>	a. Production capacity is enough <i>Kapasitas produksi mencukupi</i> c. Excess production capacity/ <i>Kapasitas produksi berlebihan</i>	b. Not enough production capacity <i>Kapasitas produksi tidak mencukupi</i>	
2. Materials <i>Material</i>	a. No problem <i>Tidak ada masalah</i> d. Not stable delivery <i>Penyerahan yang tidak teratur</i>	b. Difficult in procurement <i>Kesulitan dalam pembelian</i> e. Not high quality <i>Mutu yang tidak tinggi</i>	c. High price <i>Harga yang tinggi</i>
3. Parts and Components <i>Part dan komponen</i>	a. No problem <i>Tidak ada masalah</i> d. Not stable delivery <i>Penyerahan yang tidak teratur</i>	b. Difficult in procurement <i>Kesulitan dalam pembelian</i> e. Not high quality <i>Mutu yang tidak tinggi</i>	c. High price <i>Harga yang tinggi</i>
4. Workers' Recruitment <i>Rekrutmen tenaga kerja</i>	a. Not difficult <i>Tidak sulit</i>	b. Difficult <i>Sulit</i>	c. Very difficult <i>Sangat sulit</i>
5. Workers' Technical level <i>Kemampuan teknik pekerja</i>	a. High technical level <i>Tinggi</i>	b. Fair level <i>Sedang</i>	c. Low technical level <i>Rendah</i>
6. Workers' Training <i>Pelatihan tenaga kerja</i>	a. No problem <i>Tidak ada masalah</i> d. Lack in trainers/ <i>Kurangnya pelatih</i>	b. Lack of training facilities <i>Kurangnya fasilitas pelatihan</i>	c. Lack in training funds <i>Kekurangan dan pelatihan</i>
7. Managers <i>Pengelola</i>	a. No problem <i>Tidak ada masalah</i>	b. Not enough skill <i>Ketrampilan yang tidak cukup</i>	c. Not enough number <i>Jumlah yang tidak cukup</i>
8. Production Facilities <i>Fasilitas produksi</i>	a. No problem <i>Tidak ada masalah</i>	b. Modernization is necessary <i>Perlu modernisasi</i>	c. Expansion is necessary <i>Perlu perluasan</i>
9. Production Technology <i>Teknologi produksi</i>	a. No problem <i>Tidak ada masalah</i> c. Large improvement is necessary/ <i>Perlu peningkatan yang besar</i>	b. Further reduction is necessary <i>Perlu pengurangan lebih lanjut</i>	
10. Financing <i>Pembiayaan</i>	a. Fund recruitment is difficult <i>Sulit memperoleh dana</i> c. Interest rates are too high <i>Suku bunga terlalu tinggi</i> e. Lending term is too short/ <i>Jangka pinjamman yang terlalu pendek</i>	b. No problem in fund recruitment <i>Tidak ad masalah dalam memperoleh dana</i> d. No collateral for borrowing <i>Tidak ada jaminan untuk meminjam</i>	
11. Marketing/Sales <i>Pemasaran/penjualan</i>	a. No problem <i>Tidak ada masalah</i>	b. Limited demand <i>Permintaan terbatas</i>	c. Too small market <i>Pasar terlalu kecil</i>
12. Product Quality <i>Mutu produk</i>	a. No problem <i>Tidak ada masalah</i> c. Large improvement is necessary/ <i>Perlu peningkatan besar</i>	b. Further improvement is necessary <i>Perlu peningkatan lebih lanjut</i>	
13. Pricing <i>Harga</i>	a. No problem <i>Tidak ada masalah</i> c. Large improvement is necessary/ <i>Perlu peningkatan besar</i>	b. Further reduction is necessary <i>Perlu pengurangan lebih lanjut</i>	

11. EXPECTATION FOR ASSISTANCE FROM GOVERNMENT/BANTUAN YANG DIHARAPKAN DARI PEMERINTAH

11-1 Technical Support from Public Organizations/Dukungan Teknik dari Organisasi Publik/Pemerintah

1) Please evaluate technical support from public organizations/Evaluasi dukungan teknik dari lembaga publik/pemerintah

1. Workers' Training Facility <i>Fasilitas Pelatihan Pekerja</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
2. Advisory & Consulting Services <i>Jasa Penasehat dan Konsultan</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
3. Industry Information Services <i>Pelayanan Informasi Industri</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
4. Material Testing Facilities <i>Fasilitas Pengujian Bahan</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
5. R & D Supporting Facilities <i>Fasilitas Pendukung R&D</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
6. Promotion of Standardization <i>Promosi Standarisasi</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
7. National QC Activities <i>Kegiatan Pengawasan Mutu Nasional</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
8. Seminar & Symposium <i>Seminar & Simposium</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
9. Activities of BIPIK-SENTRA <i>Kegiatan BIPIK-SENTRA</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
10. Others/Lain-lain ()	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>

2) Have you ever used technical, marketing, training and managerial institutions, such as public research institutes, universities, etc.? If Yes please specify.

Pernahkah Anda menggunakan lembaga-lembaga teknik, pemasaran, pelatihan dan pengelolaan, seperti lembaga penelitian pemerintah, universitas, dll? Bila Ya sebutkan.

Name of Institutions>Nama lembaga

Purposes/Maksud

What kind of problems has your company faced in using institutions? Please choose applicable answers.

Masalah apa yang perusahaan Anda hadapi dengan menggunakan lembaga tersebut? Pilih jawaban yang sesuai

- 1. Lack of information on these institutions/Kurang informasi tentang lembaga tersebut
- 2. Complicated procedures for application/Prosedur aplikasi yang berbelit
- 3. Not quick response/service/Tanggapan/pelayanan yang lambat
- 4. Location far from the company/Lokasi jauh dari perusahaan
- 5. Obsolete equipment and technologies/Peralatan dan teknologi yang sudah tua
- 6. Expensive service charges/Biaya pelayanan yang mahal
- 7. Others/Lain-lain (Specify/Sebutkan:)

11-2. Financial Support/Dukungan Finansial

Please evaluate financial support from public organizations/Evaluasi dukungan finansial dari lembaga publik/pemerintah.

Financial Schemes for Small and Medium Enterprises <i>Pola Finansial untuk Perusahaan Kecil dan Menengah</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
Investment Incentives <i>Insentif Investasi</i> - Financial support/Dukungan Finansial - Tax reductions/Pengurangan Pajak	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i> <input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i> <input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i> <input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
Export Incentives/Insentif Ekspor - Financial support/Dukungan Finansial - Tax reductions/Pengurangan Pajak	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i> <input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i> <input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i> <input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
Tax Credit for R & D/Kredit Pajak untuk R&D	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
Others/Lain-lain ()	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>

11-3. Industrial Promotion Measures/Kegiatan Promosi Industri

Please evaluate industrial promotion measures/Evaluasi tindakan promosi industri

Perusahaan Bapak Angkat <i>Program Bapak Angkat</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
Local Material Content Policy <i>Kebijakan Kandungan Lokal</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
Increase of import Duty <i>Peningkatan Bea Masuk</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
Import Restriction <i>Pembatasan Impor</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
Restriction of Large Enterprises to Enter Specific Industries <i>Pembatasan Perusahaan-perusahaan Besar Memasuki Industri-industri Khusus</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
Government Procurement from Small and Medium Enterprises <i>Pembelian Pemerintah dari Perusahaan Kecil dan Menengah</i>	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>
Others/Lain-lain ()	<input type="checkbox"/> a. Very Effective <i>Sangat efektif</i>	<input type="checkbox"/> b. Effective <i>Efektif</i>	<input type="checkbox"/> c. Not Effective <i>Tidak efektif</i>

APPENDIX 3.
PLANT MANAGEMENT CHECKLIST



Evaluation	10	8	6	4	2	0
<ul style="list-style-type: none"> Thoroughly practiced as the whole Well practiced or displayed Fairly practiced or displayed Partially practiced There is a sign of being incompletely practiced 	10 points	8 points	6 points	4 points	2 points	0 points

Check item	Grading						Evaluation Criteria (10 points)	Means / System
	10	8	6	4	2	0		
Arrangement and putting in order	1.						Are the passages, work areas, and work-in-process work clearly indicated?	<ul style="list-style-type: none"> Partition by yellow lines Establishment of limiting rules
	2.						Is the total number of parts boxes regulated?	<ul style="list-style-type: none"> Clear marking of the plate to put (subacute and indication)
	3.						Are there any extra parts or tools placed on the workbench?	<ul style="list-style-type: none"> Cleaning standards
	4.						Are there any parts or dusts dropping on the work area?	<ul style="list-style-type: none"> Cleaning standards
	5.						Clear indication of the references of right angle and parallelism for placing pallets	<ul style="list-style-type: none"> Partition by yellow lines
	6.						Cleaning of machines, workbenches, and fixtures	<ul style="list-style-type: none"> 5 min or 10 min of cleaning
	7.						Arrangement and putting in order on shelves and fixture stands	<ul style="list-style-type: none"> Markings for subdivision
Management of stocks	1.						Are all materials, parts, and works in process indicated clearly so that they can be identified by any person?	<ul style="list-style-type: none"> Description, quantity, and date of delivery
	2.						Is there any daily report on the place and quantity of each material, part, work in process, and product? (Are they reported on a real time basis?)	<ul style="list-style-type: none"> Selection of parts Disposal of faulty items
	3.						Are the sleeping and/or dead stocks indicated clearly so that they can be identified by any person?	<ul style="list-style-type: none"> Marking with a red tag Storage area for faulty items
	4.						Is stock management practiced on abnormal items?	<ul style="list-style-type: none"> Contents of abnormality Storage yard
	5.						Is any material or work (object of working) other than those specified put into work?	<ul style="list-style-type: none"> Within 2 days after the purging into work
	6.						Is quantity management practiced on items?	<ul style="list-style-type: none"> Management of the manner of arrangement To be grasped on the previous day
Production control	1.						Are adequate personnel allocated daily according to the standard work hours x production volume?	<ul style="list-style-type: none"> Personnel allocation plan Number of units to be produced (unit/month)
	2.						Is daily efficiency grasped?	<ul style="list-style-type: none"> Production results
	3.						Is the restoration power after the occurrence of a fault strong?	<ul style="list-style-type: none"> Countermeasure against faults on the process Maintenance of equipment
	4.						Is each line designed to absorb imbalances with other lines?	<ul style="list-style-type: none"> Allocation of multitalent personnel Adoption of standing work Multitalent personnel training plan
	5.						Is each line designed to stop automatically at the occurrence of any abnormality? (Actualization of abnormalities)	<ul style="list-style-type: none"> (To be applied to such lines where one operator controls multiple machines)
	6.						Is the operator of an automatic machine concurrently an inspector?	<ul style="list-style-type: none"> Statistics of faults (to be applied to such lines that incorporate multiple machines)
	7.						Is the time for QC circle activities given automatically?	<ul style="list-style-type: none"> Monthly schedule
	8.						Are the capacity and production results of each manufacturing line clarified?	<ul style="list-style-type: none"> Display for each line
	9.						Is the time for preparations managed (for each work)?	<ul style="list-style-type: none"> Display for each machine and person

(Note)

P.D.S.A. : Plan, Do, Sec, Action

Name of section : _____

Period of execution : _____

Person in charge : _____

Check item	Grading						Evaluation Criteria (10 points)	Means / System
	10	8	6	4	2	0		
Quality control	1.						Is the ratio of assured items (non-inspection items) to the total parts 50% or more?	<ul style="list-style-type: none"> Table of the ratio of assured items
	2.						Is the state of faults on the previous day (results of acceptance inspection and on-line inspection) clearly displayed?	<ul style="list-style-type: none"> Installation of a file
	3.						Is the state of faults up to the previous day clearly displayed and countermeasure taken?	<ul style="list-style-type: none"> Fault statistics graph Pareto diagram
	4.						Are the measures for UM-d (no careless mistakes) in progress?	<ul style="list-style-type: none"> Management on a table
	5.						Is the capacity of each process grasped? Can countermeasure (for management) be implemented?	<ul style="list-style-type: none"> Management diagram
	6.						Is automatic measurement implemented?	<ul style="list-style-type: none"> Automatic NC inspection
Progress management	1.						Is the standard for excessive production clarified so that everybody can detect any excessive production?	<ul style="list-style-type: none"> Installation of automatic measuring instruments Display
	2.						Is any delay or proceeding from the plan displayed real time so that everybody can detect it?	<ul style="list-style-type: none"> Progress graph
	3.						Is the order of working fixed and displayed on the all member of the group?	<ul style="list-style-type: none"> Production planning table
	4.						Is the plan for the next day shown in the evening of the previous day?	<ul style="list-style-type: none"> Production planning table
	5.						Are the preceding process and material confirmed on display of each work?	<ul style="list-style-type: none"> Display and recognition by workers
	6.						Is the lead time grasped?	<ul style="list-style-type: none"> Recognition by workers Countermeasure against delays
Acceptance inspection and external purchase management	1.						Can any delay from the planned delivery date be detected?	<ul style="list-style-type: none"> Filing
	2.						Are the time when a faulty or defective item occurred and the name of the vendor who delivered it clearly shown to all related persons?	<ul style="list-style-type: none"> Library and follow Installation of files
	3.						Are the target and result of quality and delivery shown to all related persons?	<ul style="list-style-type: none"> Monthly reports of faults as well as countermeasure
	1.						Is the state of maintenance of jigs, tools, and measuring instruments clearly shown?	<ul style="list-style-type: none"> Maintenance standard (for each type of object) Classification of jigs/tools by color
	2.						Is the state of maintenance of equipment (including combinations of equipment as well as testing machines) clearly shown?	<ul style="list-style-type: none"> Inspection as well as the display of check lists Number of momentary stoppages
	3.						Is the total efficiency of automatic machines grasped?	<ul style="list-style-type: none"> Crash/management Total efficiency transition graph
Total	1.						Maintenance measures (is countermeasure taken immediately upon the occurrence of trouble?)	<ul style="list-style-type: none"> Quantitative display Remedy of faults
	2.						Is daily inspection practiced?	<ul style="list-style-type: none"> Inspection record and countermeasure
	3.						Is does the management cycle (P.D.S.A.) cover every stage?	<ul style="list-style-type: none"> Inspection record and countermeasure
	4.						Is the management cycle (P.D.S.A.) Total	<ul style="list-style-type: none"> List of the transition of results
	5.						Total grading	
	6.						Total grading	

APPENDIX 4.
PLANT TECHNOLOGY LEVEL EVALUATION SHEET
BY TYPE OF ESSENTIAL TECHNOLOGIES
(FOR PRESS WORK)

1. Press working plant

1) Press machines and accessory equipment A-1-a

No. 1

Press machine	Capacity	Slide drive unit	Number of units	Manufacturer	Year of manufacture
Mechanical Hydraulic					
Item	Description	Remarks (etc.)	Weight	Evaluation	
(1) Mechanical clutch brake	Friction type Positive cam type		1 1/2		
(2) Hydraulic cylinder drive	Acceleration type Constant-speed type		1 1/2		
(3) Installation system	Antiseismic type Direct-installation type		1 1/2		
(4) Operation system	Automatic (transfer, progressive, robot) Manual, safe 1 stroke 1 stroke		1 2/3 1/3		
(5) Type of dies	Progressive Transfer (robot) Single process		1 1 1/2		
(6) Type of materials	Coil Blank Strip Sheet		1 1 2/3 1/3		
(7) Material storage condition	Good Fair Poor		1 2/3 1/3		
(8) Conveyers (for dies and materials)	Good Fair Poor		1 2/3 1/3		
(9) Production layout	Good Fair Poor		1 2/3 1/3		
(10) Floor condition	Good Fair Poor		1 2/3 1/3		
Total (synthetic evaluation)	Remarks :				

2) Die equipment A-1-b

No. 2

Type of die	Size	Made inside or outside	Place of manufacture	
Item	Description	Remarks (etc.)	Weight	Evaluation
(1) Manufacturing equipment	CNC machine tool		1	
	Copying machine tool		2/3	
	General-purpose machine tool		1/3	
(2) Type of manufacturing	Manufacture and repair		1	
	Repair		2/3	
	Simple repair		1/3	
(3) Degree of finishing	Good		1	
	Fair		2/3	
	Poor		1/3	
(4) Degree of surface treatment	Good		1	
	Fair		2/3	
	Poor		1/3	
(5) Finishing equipment	Die spotting		1	
	Die matching machine		2/3	
	Manual lapping		1/3	
(6) Trial stamping equipment	Mechanical press		1	
	Hydraulic press	Good	2/3	
		Fair	1/3	
		Poor		
(7) CAD/CAM	CAD to CAM		1	
	CAD		2/3	
	Manual drafting		1/3	
Total (synthetic evaluation)	Remarks :			

Type of press product	Size	Wall thickness	Material	Customer
Item	Description	Remarks (etc.)	Weight	Evaluation
(1) Design of dies	Performed		1	
	Not performed		1/2	
(2) Standardization of die parts	Present		1	
	Absent		1/2	
(3) Die mounting work	Good		1	
	Fair		2/3	
	Poor		1/3	
(4) Handling of materials	Good		1	
	Fair		2/3	
	Poor		1/3	
(5) Press work	Good		1	
	Fair		2/3	
	Poor		1/3	
(6) Degree of automation	Complete		1	
	Semi-automatic		2/3	
	Manual		1/3	
(7) Basic knowledge of press work technology	Present		1	
	Absent		1/2	
(8) Workmanship of products	Good		1	
	Fair		2/3	
	Poor		1/3	
Total (synthetic evaluation)	Remarks :			

4) Inspection devices B-2

No. 4

Type of measurement	Measuring capacity	Means of measurement	Remarks	
Products, equipment, dies	Size	Inside Dies Assigned to the outside		
Item	Description	Remarks (etc.)	Weight	Evaluation
(1) Die design and press machines (mainly press machines)	Stopping performance measuring instruments, tachometers, flaw detectors, electrical measuring instruments	Good	1	
		Fair	1/2	
		Poor	1/3	
(2) Measurement of the shape and dimensions of stamped products, dies, etc.	Three-dimensional measuring instruments, projectors, block gauges, height masters, height gauges, micrometers, dial gauges, slide calipers, scales	Good	1	
		Fair	1/2	
		Poor	1/3	
(3) Physical tests on stamped products, dies, etc.	Universal testers, shock testers, metallurgical microscopes, hardness meters	Good	1	
		Fair	2/3	
		Poor	1/3	
(4) Base plate for measurement	Marble Casting		1	
			2/3	
(5) Measuring instruments (measuring conditions)	Constant temperature and humidity Room temperature		1	
			1/2	
Total (synthetic evaluation)	Remarks :			

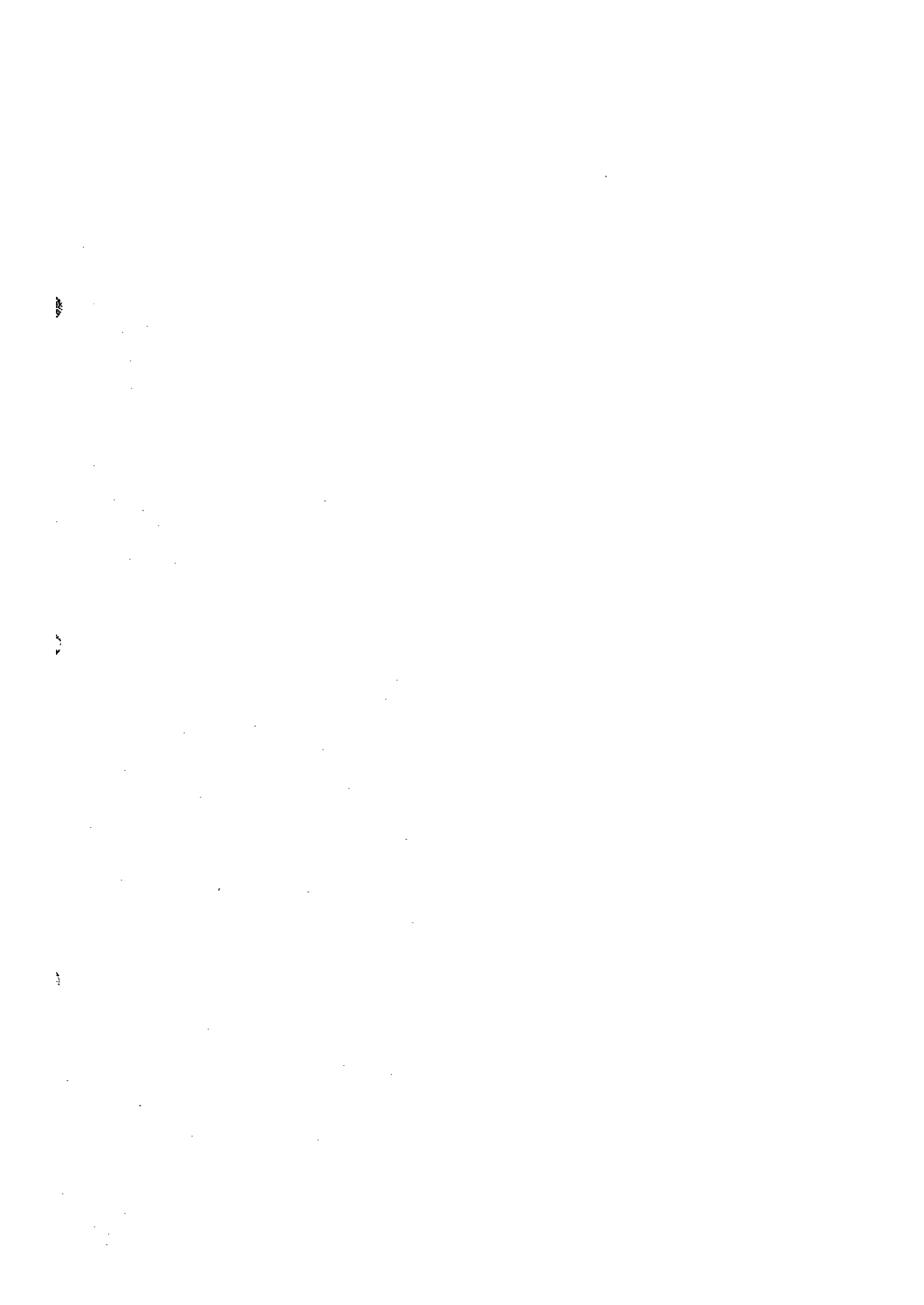
5) Quality management system and operation

No. 5

Product name	Size	Degree of difficulty	Customer	
Item	Description	Remarks (etc.)	Weight	Evaluation
(1) Quality specifications	Form, dimensions, engagement, hardness, packaging, inspection methods (intermediate, outgoing)	Present Absent	1 1/2	
(2) Limit samples	Gloss, surface characteristics, engagement state, flaws, burrs, deformation, etc.	Present Absent	1 1/2	
(3) Records of inspections and management diagrams	Outgoing inspection, Intermediate inspection, Physical inspection	Present Absent	1 1/2	
(4) Inspection of materials	Acceptance inspection	Present Absent	1 1/2	
(5) Inspection of dies	Inspection before starting work, periodical inspection	Present Absent	1 1/2	
(6) Inspection of press machines and accessory equipment	Inspection before starting work, periodical inspection	Present Absent	1 1/2	
(7) State of the maintenance of production equipment	Good Fair Poor		1 2/3 1/3	
(8) Work instructions	Order of processes, work methods, specification of equipment and/or machines	Present Absent	1 1/2	
(9) Training for engineers, technicians, and workers		Present Absent	1 1/2	
(10) Quality improvement activities	Good Fair Poor		1 2/3 1/3	
Total (synthetic evaluation)	Remarks :			

Note : Five-point evaluation is calculated on evaluation point (%).





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