

政府関係者/FTPI 管理職へのアンケート調査結果  
**Result of Questionnaires to the Government Officials**  
**and Directors of FTPI**

(註) アンダーラインは回答部分を示す。

**I. Methodology**

English questionnaires were distributed beforehand to one governmental officer and one director of FTPI by Japanese experts. One director has been interviewed out of the two.

**II. Results**

**(Effectiveness)**

1. Are you satisfied with the number and capability of counterpart personnel (C/P) trained as senior consultants through the Project?

(1) Yes as overall but desire was higher.

(2-1) In what points? More in Marketing, Financing and Logistics

2. How do you evaluate the contribution of steering committee/ working committee to the project management?

(1) Contributed especially in policy making for project management

3. How do you evaluate the C/P s achievement with respect to their knowledge and experience?

(1) Consulting Skills (CSK)

(1-1) C/P have improved their knowledge and experience through the Project.

(1- Yes

a-1. What contributed the achievement?

(classroom training/OJT/training manuals)

All of them

(2) Human Resource Development (HRD)

(2-1) C/P have improved their knowledge and experience through the Project.

a. Yes

a-1. What contributed the achievement?

(Classroom Training/OJT/Training Manuals)

All of them

**(Impact)**

1. Do you think the Project activities have contributed to the development of productivity in Thai enterprises?

(1) Yes

(1-1) The reason is the feed back from clients

2. How much impact to IRP has been made by the follow-up cooperation of the Project?

(1) Very much

(1-1) In what point? Contributed the productivity development in Thai SMEs, which is Thai governmental policy.

3. What kind of outcome (both positive and negative) has the follow-up cooperation of the Project brought to FTPI or Thai industries?

Contributed very much in acquiring knowledge of consulting skills, HRD/LMR to conduct productivity development by FTPI C/P and performing productivity development activities for Thai enterprises by C/P of FTPI.

**(Efficiency)**

1. Do you think the inputs to the Project both by Japanese side and Thai side for the follow-up cooperation have been adequate in their timing and their contents?

(1) Yes for CSK

(2) No for HRD/LMR

(2-1) In what points? Japanese are difficult to manage Thai people because of big cultural gaps between the two nations. There should be further consideration to solve this problem.

2. How do you evaluate the relations between the Project and other cooperation by APO and JODC?

(1) Was effective for the project ( Was effective as the supplement to F/U)

**(Relevance)**

1. Does the overall goal of the project meet Thai government policy?

(Overall Goal: Productivity development activities will be diffused and penetrated into the enterprises in Thailand through FTPI as the national productivity organization.)

(2) No

(2-1) Why do you think so? Not yet enough-diffused because only few of the Thai enterprises were targeted in this project.

2. Does the project purpose meet FTPI s needs?

(Project Purpose: Productivity development activities will be effectively performed for Thai enterprises by the C/P of FTPI.)

(1) Yes but not all

(1-1) In what points? Yes in factory operation level but no in TQC (not covered).

(1-2)

3. Have the enterprises in Thailand come to recognize the importance of developing productivity and become willing to accept the consulting services by FTPI?

(1) Yes

(1-2) what do you think was the reason? Feed back from clients.

4. Do you think the Project design and cooperation scope has been adequate to develop productivity in Thai enterprises?

(1) Yes ( week yes) More number of OJT is expected within the limited time and budget.

5. Are there any factors not adequate or desired to be improved concerning the follow-up cooperation of the Project?

(1)No. Nothing

**(Sustainability)**

1. How do you consider the possibility of being independent on its future finances of FTPI from the government subsidy?

(1) Yes, possible in business division.

(1-1) Reasons are: The clients are willing to receive service from FTPI

2. What were the reasons for some C/P to resign from FTPI?

1) Advised to resign (because of the lack of capability)

2---3 C/P

2) Want to work for family business

3---4 C/P

- 3) For higher education (Master degree) 2---4C/P  
 4) For higher salary in private enterprises 2---3 C/P

3. What measures does FTPI take to prevent trained consultants from job-hopping?

- (1) Competitive pay scale.  
 (2) Provide career path according to capability  
At present, FTPI has no problem in pay scale and career path system but trying to improve by consulting to an American company  
 (3) Provide skill development opportunity  
 (3-1) FTPI will develop, by its own hand, Master Consultants who have higher capability in consulting all the field of CSK, HRD/LMR and TQM.  
 (4) good welfare system  
 (4-1) At present, it is in very good condition and no problem.  
 (5) others  
 (5-1) No. Nothing.

4. Did FTPI have any problems in recruiting staff for C/P in the project?

- (1) Yes  
 (1-1) What kind of problems? Recruiting higher quality yang personnel is difficult because of their floater-tendency and pay system of FTPI which is based on their age. FTPI is considering to recruit aged, experienced in other enterprises personnel to avoid these problems.

5. Does FTPI have business linkage with resigned C/Ps?

- (1) Yes.  
 (1-1) Please show us the actual results. As the sub-contractor to FTPI, resigned C/P are effectively contributing the activities of FTPI.

6. Do you think it to be sustainable for FTPI of the future continuity of its productivity development activities on the points of its organization, financial condition and technical capability?

- (1) Yes  
 (1-1) Why do you think so? Regarding organization and financial condition, there is no anxiety. As for technical capability, C/P of FTPI have to acquire the knowledge and skills of consulting overall business management such as TQM.

7. What activities does FTPI plan to enforce in the future for contributing more to Thai enterprises in the field of productivity development?

1) TQM

2) Higher level process improvement technology (Computerization etc.)

3) Cross Cultural Management (HRD field)

**C/P へのアンケート調査結果**  
**Questionnaire for the TPDP Counterparts**

- (註) 1 アンダーラインは回答部分を示す。  
2 a), b), c), d)は各 C/P または各企業のコメントを意味する。

**I. Methodology**

English questionnaires were distributed beforehand to four (4) C/P by Japanese experts. 4 C/P (a d) have been interviewed.

**II. Results**

**( Effectiveness )**

1. Have you received useful knowledge by attending classroom training under the follow-up cooperation (Feb. 1999 —present) of the Project?

- |                              |   |
|------------------------------|---|
| (1) Very much                |   |
| (2) To some extent (a, b, c) | 3 |
| (3) Not at all               | 0 |
| (4) Others                   | 1 |

d) Not necessary to receive any training because he has been already senior level.

1.1 If (1), please describe what subjects were important to you and how you have utilized the knowledge in actual activities in enterprises.

1.2 If (2), what would have been necessary for you to reach a more advanced level?

a) Needed more introductive training in CSK ( She is appointed to HRD/LMR)

b) Two years training was mainly class room training only.

c) Practical technology as case-study, actual examples and just-in-time.

1.3 If (3), please explain the reasons in detail.

1.4 What other subjects do you need to study in the future? Why these subjects?

a) Know-how for receiving the confidential information of clients. How to receive these kinds of information smoothly is very difficult.

b) No.

c) Management subject to clients and to himself.

d) Technical matters although he is in charge of HRD/LMR field. Reporting skills. Deeper scientific, technical knowledge like mathematics and statistics related to the

questionnaires prepared by Japanese experts as a part of training materials.

2. Have you obtained much experience and knowledge by attending OJT under the follow-up cooperation of the Project?

- |                           |   |
|---------------------------|---|
| (1) Very much (c)         | 1 |
| (2) To some extent (a, d) | 2 |
| (3) Not at all            | 0 |
| (4) Others (b)            | 1 |

b) No comment.( Didn t receive training because he was assigned as a manager and not as a trainee. He was a advisor for training during the period.)

2.1 If (1), please describe what technical items were important to you and how you have utilized the knowledge in actual activities in enterprises.

c) CSK

2.2 If (2), what would have been necessary for you to reach a more advanced level?

a) Basic CSK knowledge has to be trained systematically, and more logical method for measurement of attainment of HRD/LMR.

b) Because he already has had experience and knowledge for low level SME.

2.3 If (3), please explain the reasons in detail.

2.4 What other technical items do you need to attain in the future? Why these items?

a) Management technology for small group activity through which the knowledge and technology on QC, motivation system could be absorbed.

b) No. But generally speaking, C/P of FTPI have to have more chances of actual field training to utilize their trained knowledge received in class room. Visiting advanced enterprises will help much more.

c) Business management

d) Nothing

3. Do you think that the training materials which long-term and short-term experts prepared for the follow-up cooperation of the Project are appropriate for enhancing your abilities?

- |                    |   |
|--------------------|---|
| (1) Excellent (c)  | 1 |
| (2) Good (a, b, d) | 3 |
| (3) Fair           | 0 |
| (4) Unsatisfactory | 0 |

3.1 If (1), in what ways do you think they are excellent?

c) Visually clear

3.2 If (2), do you have any suggestions to improve the quality?

a) In some parts, inaccurate or non-logical expression can be seen.

b) They are only the materials for presentation and lack in detail. Detail explanation is necessary to execute consultation by trainees themselves.

d) Develop materials not only for the typical company but for the company of each level.

3.3 If (3), do you have any suggestions to improve the quality?

3.4 If (4), please explain the reasons in detail.

4. Do you think jointly developed training manuals are useful?

(1) Excellent (a) 1

(2) Good (b, c, d) 3

(3) Fair 0

(4) Unsatisfactory 0

4-1 If you choose (1), in what ways do you think they are excellent?

a) Described kindly and in details, easy to understand by questionnaire format.

4-2 If you choose (2), do you have any suggestions to improve the quality?

b) Need concrete examples but will develop in future by FTPI s own hands.

c) More video tapes for case study. Some of the manuals are too old as 5 6 years old(JIT etc.)

d) Text books are nicely prepared but need to be developed for each level company.

4-3 If you choose (3), do you have any suggestions to improve the quality?

4-4 If you choose (4), please explain the reasons in detail.

5. What are the major problems in Thai enterprises hindering the development of productivity?

a) Difficulties for SME owners to accept consultation specially on HRD/LMR because of their family based business management even though they understand the importance of HRD/LMR.

b) Excess worker, Low utilization of machine, Worker skill problem, Lack of awareness on defect cause reduction.

c) Human attitude and lack of awareness by both workers, managers and owners.

d) Big bosses, the owner of family running private SME, are very tough in letting them understood the effect of productivity. Very few enterprises recognize the importance of Personnel Development ( Do not pay attention to education of unskilled labors/ personnel).



6. Do you think you have contributed to productivity development in Thai enterprises?

(1) Yes (a, b, c, d) 4

(2) No 0

6.1 If you choose (1), please describe what advice you have made for the problems in enterprises.

a) Development of small group activities and HRD/LMR system.

b) Collecting information data, Finding problems by analyzing collected information, Let them aware the problems.

c) HRD, Improvement of human attitude.

d) Instructed laws, business rules to the owner of SME. Try to change the attitude of manager (owner) of SME for his employee to evaluate them as his sons and educate to develop financial management to receive more profit.

6.2 If you choose (2), please describe what technical knowledge/skills are needed for solving the problems in enterprises.

7. Do you think the workload under the follow-up cooperation and other works has been managed properly?

(1) Yes (d) 1

(2) No 3

a) Not good in workload management.

b) Poor in balancing IRP activity and training.

c) Not good.

### **( Impact )**

1. Has the technology transfer under the follow-up cooperation led to some unexpected benefits (or loss) to your career?

(1) Yes (b, c, d) 3

(2) No (a) 1

1.1 If yes, please explain in detail.

b) Benefit in consulting skills. (unexpected?)

c) Other fields of management as Marketing and Financing.

d) Training of Japanese culture was very useful in Japanese company visiting. He did not attend F/U program because he has received original program of five years.

2. Do you think the technology transfer under the follow-up cooperation has been beneficial to conduct IRP programs?

(1) Yes (b, c, d) 3

(2) No 0

(3) Others 1

a) Don't know about IRP because not in charge.

2.1 If you choose (1), please describe how it has been beneficial and what technical items were particularly important.

b) 5-S activity, Translation of training materials into Thai.

c) Methodology are suitable for SME.

d) Training materials are useful for consulting SME.

2.2 If you choose (2), what technical knowledge/skills are needed.

**( Efficiency )**

1. Do you think that the timing and duration of the Japanese experts' dispatch and the contents of their classroom training and OJT under the follow-up cooperation of the Project were appropriate?

(1) Excellent 0

(2) Good (b, c) 2

(3) Fair (a, d) 2

(4) Unsatisfactory 0

1.1 If (1), in what ways do you think it was excellent?

1.2 If (2), do you have any suggestions to improve the status?

b) As the advisor to the training program, not satisfied with the advance preparation but was improved later.

c) Utilization of computer for preparation of training schedule.

1.3 If (3), do you have any suggestions to improve the status?

a) CSK training was too strict and HRD/LMR was too lazy. Should be in between

d) Topics in class room training were too much and losing time.

1.4 If (4), please explain the reasons in detail..

2. As for training in Japan, do you think that the contents and duration of training program in Japan were appropriate?

(1) Excellent (b) 1

(2) Good (c) 1

(3) Fair (d) 1

(4) Unsatisfactory (a) 1

2.1 If (1), in what ways do you think they were excellent?

b) Easily absorbed because of his carrier background.

2.2 If (2), do you have any suggestions to improve the status?

c) APO: 1 2 weeks are too short but the contents of training were good. JICA: good but want to learn more. In some companies, training period were to short.

2-3 If (3), do you have any suggestions to improve the status?

d) CSK and HRD/LMR are trained together. Want to suggest to separate into two groups except for the basic, common subjects.

2.4 If (4), please explain the reasons in detail.

a) Management for training in Japan was very much poor. Orientation was not properly executed because of lack in preparation. Introduction program on Japanese culture was not given although it had been planned. Arrangement for inland transportation was poor. Never want to have training in Japan.

### ( Relevance )

1. Do you think that the technology transferred to C/Ps under the Follow-up cooperation of the Project has met the needs of Thai industries?

(1) Very much (b, c) 2

(2) To some extent (a, d) 2

(3) Not at all 0

1.1 If (1), in what ways do you think it has met the demand?

b) Could solve the problems of planning business strategy and business operation in Thai enterprises.

c) After consultation, it was noticed in many enterprises that they have understood the importance of productivity.

1.2 If (2), do you have any suggestions to improve the status?

a) Problems in execution of training program. Training of basic knowledge for introductory purpose is necessary.

b) No comments.

1.3 If (3), please explain the reasons in detail.

2. Do you think that the technology transfer program under the follow-up cooperation of the Project was suitable for you to pursue your career as a consultant?

(1) Very much (b) 1

(2) To some extent (a, c, d) 3

(3) Not at all

0

2.1 If (1), in what points do you think it was suitable?

b) Consulting skills of communication in the easy manner, confidence to communicate with clients.

2.2 If (2), do you have any suggestions to improve the status?

a) As a consultant, it should be very important to have a training of not only knowledge & skills but also personal attitude or things should Do, or not Do as a common, basic manner. (As when we should wear necktie and when should not, etc.)

c) CSK was suitable but need some more in business management skills.

d) Deeper technology will be necessary in the future.

2.3 If (3), please explain the reasons in detail.

### ( Sustainability )

1. What do you think is needed for FTPI to continue its productivity development activities for Thai enterprises on the points of its organization, financial condition and technical capability?

(1) Improving the quality of the consultants

Reason:

a) Quality of being patient.

b) Business oriented capability regarding not only manufacturing but financials.

c) No need now because the quality is high enough. Need to apply all the transferred technology.

d) Yes. More basic knowledge/ skills will be needed as their career background. Deeper and higher quality in knowledge/skills of consultation.

(2) Increasing the number of consultants

Reason:

a) Number is enough but need higher quality ( in their business background )

b) Number is enough for FTPI but in order to serve 100,000 SME in Thailand, the role of the consultants in FTPI should be not only as implementers but as trainers of other staffs in FTPI, in other organizations/ institutes and in enterprises.

c) Necessary to increase consultants in HRD from 11 to 20 to meet with the services requested by the clients.

d) No, enough now.

(3) Business promotion

Reason:

a) Reputation and evaluation of FTPI consultant by clients are the best media for business promotion.

b) Now the activities of FTPI are well-known and highly evaluated in public. Therefore it is not difficult to receive appropriate volume of business.

c) Yes. To be recognized by public is very important for FTPI to continue its business activities.

d) Yes, more activities in public relations are necessary.

(4) Ensuring stable revenue for FTPI

Reason:

a) Balancing activities of FTPI are very important and difficult. Services to SME, as the government policy, are not profitable but services to large scale enterprises are profitable.

b) No problem. Governmental activities are ensured and business services to enterprises are also prospective.

c) Yes for being self-dependent.

d) Yes but has no idea.

(5) No diversity between Thai government policies and FTPI s activity

Reason:

a) No comments.

b) No.

c) There are some problems in this issue. FTPI is targeting too much for tangible matters. Necessary to make the government recognize how important the intangible issues are.

d) Yes but no concrete idea.

(6) Others

Reason:

a) Nothing

b) Tackling for balancing two activities of the government mission activity and business activity to enterprises.

c) FTPI has to go further to business management consultation.

d) F/U program was very good. Smaller but effective training program package is expectable for FTPI for serving consultation to micro scale SME.

**( Others )**

1. Do you have any other comments on the follow-up cooperation of the Project not mentioned above?

b) Training program is very good but only for the senior level. Program should be prepared for training manager class personnel.

**顧客へのアンケート調査結果**  
**Questionnaires to Client Enterprises**

- (註) 1 アンダーラインは回答部分を示す。  
2 a), b), c), d)は各 C/P または各企業のコメントを意味する。

**I. Methodology**

English questionnaires were distributed beforehand to four (4) clients by Japanese experts. 4 clients (a d) have been interviewed

**II. Results**

1. Are you satisfied with the consulting services of FTPI?

- |                      |   |
|----------------------|---|
| (1) Yes (a, b, c, d) | 4 |
| (2) No               | 0 |

1.1 If you choose (1), please describe how the service was beneficial to your company.

- a) Incentive for employee to encourage productivity. Services were clear. HRD area was improved effectively. Performance measurement becomes possible in all levels of top management, middle management and workers.
- b) Every time before visiting, consultants have informed clients the main topics of consultation and confirmed what was done last time. These kinds of mutual communication were very helpful. Business information became to flow smoothly from management level to worker level.
- c) Satisfied. In HRD/LMR area, satisfied in the quantity of Manuals and Job Descriptions, and in the quality of Administration Management, Personnel Awareness and Attitude Improvement. In CSK area, satisfied in Reduction of Manpower but still have many things to be improved and he will keep his efforts to attain the goal.
- d) Consultation has been executed not on the desk work but in the production field as the joint works with workers by systematically absorbing the voice from employee.

2. Do you wish to contract with FTPI for its consulting services in the future?

- |                      |   |
|----------------------|---|
| (1) Yes (a, b, c, d) | 4 |
|----------------------|---|
- a) In the specific area as of Productivity Development in other production area and Production Scheduling.
  - b) But depend on the financial situation of the company. For this company, consulting fee is too expensive.
  - c) Wish to contract. Consultation fee is reasonable to his company. Especially in production line, there are many problems to be solved but the capability of his company is not enough to solve them only by the training text books.
  - d) Yes. At present status, he wants to continue the productivity activities by his own hand but

in future, for next step, he want to receive services from FTPI.

(2) No 0

3. How do you evaluate the capability of consultants in FTPI?

- (1) Excellent (a, c, d) 3
- (2) Good (b, c, d) 3
- (3) Fare (d,) 1
- (4) Poor 0

3.1 If you choose (1), please describe why you evaluate them excellent.

- a) Text books which focus the area of consultation.
- c) HRD. Clear, useful, trained fairly. Suggestion for packing line was useful to apply other lines.
- d) Excellent in 1 consultant out of 4.

3.2 If you choose (2) or (3), please describe the points you evaluate and the points needed to be improved.

- b) Need more consideration on the consciousness of the clients. At the beginning of consultation, supervisors of his company have felt crisis to disclose confidential information to consultants. Necessary to explain why it is important for consultation and how they manage it.
- c) CSK. Collected data and QC tools should be utilized more effectively. Company visit should be more frequent.
- d) Good in 2 out of 4. Fare in 1 out of 4 because his consultation was not practical.

4. What improvement has been made in your company as a result of FTPI consulting services?

(Please choose any items below.)

(註) 詳細は「企業での生産性向上実績」参照)

- (1) Reduction of machine set-up time ( min. ⇒ min.)
  - a) Not yet examined.
  - b) Not consulted.
  - c) Not yet.
  - d) Reduced the idle time for waiting other lines set-up.
- (2) Reduction of defect rate of products ( % ⇒ %)
  - b) Reduced from 4% to less than 1%.
  - c) Reduced from 10% to 5%.
  - d) Reduced from 11% into 2---3 %. In assembly line, 10% into 2 3 %
- (3) Reduction of product inventory ( → )
  - a) Next year.
  - b) Not sure.
  - c) Not reduced yet because prediction of sales is not stable.

- d) Had not have any problem before consultation
- (4) Reduction of delay in delivery (      days/months  $\Rightarrow$       days/months)
- b) Reduced. Delivery delay is same even though the amounts of product have increased into two times
- c) Too early to conclude.
- d) Had not have any problem before consultation
- (5) Reduction of delivery time
- b) Reduced. Nearly to the target of 3 weeks from 4 weeks.
- c) Too early to conclude.
- d) Had not have any problem before consultation
- (6) Increase in production quantity (      units/hour  $\Rightarrow$       units/hour)
- b) Increased from 3 tons/day to 5.3 tons/day
- c) Increased from 44 bags/min/2workers to 60 bags/min./1 worker in packing line.
- d) In line 1, from 150 pieces/day to 170/ day. In line 2, from 130/day to 150/day.
- (7) Quality improvement of products
- b) Improved. Numbers of claim on defect by clients have decreased less than 1/ month from 3 to 4 / month.
- c) Not consulted.
- d) Reduced defect rate as mentioned in (2)
- (8) Cost reduction (      Baht/unit  $\Rightarrow$       Baht/unit)
- b) Difficult to analyze each contribution of rationalization activities separately.
- c) Yes but difficult to analyze.
- d) Had not have any problem before consultation
- (9) 5-s activity
- b) Set up the committee but not yet active enough.
- c) Not consulted.
- d) Improved from 78 points to 83.
- (10) Management by objective
- a) Started
- b) Going better
- c) Not consulted.
- d) Introduced Object Management activities and going very well.
- (11) Clarification of job description of employees
- a) Not yet.
- b) One of the main improvement.
- c) Yes, completed in manuals.
- d) Reviewed.
- (12) Management accounting system
- a) Started.



- b) Just a few influence by FTPI because it is a part of productivity development and not only by the consultation
  - c) On the way
  - d) Not consulted.
- (13) Restructuring of organization
  - b) A few changes were made in QC department on inventory.
  - c) Restructured production line.
  - d) Not consulted.
- (14) Clarification of employees career path
  - b) Clarified base on the job description and giving training according the career path but not yct satisfied.
  - c) Yes in the manual.
  - d) Acquired the basic knowledge.
- (15) Clarification of appraisal system
  - b) Yes, clarified in the manual.
  - c) Yes in the manual.
  - d) Not consulted.
- (16) Arousing quality awareness of workers
  - b) Yes, much better for supervisor class but still low for worker class.
  - c) 50 awareness points.
  - d) Observed aroused quality awareness of workers by hearing from workers, their understanding after seminars and results of questionnaires to workers.
- (17) Improvement of training system
  - a) Started.
  - b) Yes.
  - c) Prepared tables for personnel and field to be trained based on the clarified and prepared job description table.
  - d) Not consulted.
- (18) Establishment of process standard
  - b) Yes, received ISO 9000.
  - c) Not consulted.
  - d) Not consulted.
- (19) Others
  - b) Can be observed awareness of employee to the productivity.
  - c) Nothing
  - d) Nothing.

5. What management problems does your company have?

- a) Production Scheduling. Because business circumstances in Thailand are changing very rapidly, it is necessary to shorten the scheduling period as from every three (3) months to every four (4) weeks.
- b) R&D of technology for product export. Recruiting skillful engineers and workers.
- c) Sales prediction, Communication between head quarter and production site. Motivation of workers.
- d) LMR. It is clear that labors demand for higher wages and improvement of labor condition become more active in future Thai enterprises.

6. What do you expect FTPI to help solving the problems?

- a) Just-in time.
- b) Nothing
- c) Traditional custom in Thailand specially regarding organization. General consultation for company business management. Actual execution of the productivity development plan( lack of leading staffs).
- d) LMR.

7. Others

- a) Six (6) facilitator have trained effectively and properly. Consulting fee is reasonable. Effort of self development by private enterprises utilizing text book is important for productivity. Time to time want to consult to FTPI. Expect FTPI to keep contact with Japanese experts by telephone/ e-mail etc. after they go back to Japan.
- b) Cost reduction.
- c) The biggest problem is lack of awareness on productivity by old style SME owners and also lack of capable/ skilled staffs/workers.
- d) After receiving service from FTPI, the company has received consultation service from two other Thai institutes but their quality was very low compared with FTPI. Knowledge of FTPI consultants regarding production site was amazingly deeper. They were very strong in on-site consultation.



- 6) 従業員能力評価制度 制定済み
- 7) 従業員表彰制度 制定済み
- 8) 教育・訓練制度 従業員個別に教育訓練の必要性を作表した。

#### D社

- 1) 設備の起動準備時間の短縮  
必要が無いのに他のラインと同時に止めていた設備を止めなくてよい方式にしたことで大きく改善した。
- 2) 不良品率 11%が8%になった。目標は2—3%。  
組み立てラインのみで見ると、10%が2—3%に低下。
- 3) 生産効率 NO1ライン 150個/日が170個/日に  
NO2ライン 130個/日が150個/日に
- 4) 5-S活動 78点が83点に向上
- 5) 目標管理 実施中。大きな改善が見られる
- 6) 従業員能力評価制度  
考え方を取得し、制度化準備中
- 7) 従業員の品質管理意識  
従業員へのヒヤリング、セミナー後の理解度、アンケート結果等より十分な向上が見られる。

## 専門家へのアンケート調査結果 Questionnaires to Japanese Experts

(註) アンダーラインは回答部分を示す。

### I. Methodology

English questionnaires were distributed beforehand to four (3) Japanese experts. Two Experts have been interviewed.

### II. Results

1. Are you satisfied with the capability of trained C/P as the senior consultants?

(1) Yes. 2

(2) No 0

2. How do you evaluate the contribution of steering committee/ working committee to the project management?

(1) Contributed 2

(2) Not contributed 0

3. What is the main reason for C/P to resign from FTPI?

(1) Because of lower salary in FTPI

(2) Because of hard work in FTPI

(3) Because of not being evaluated in FTPI

(4) Because job-hopping is a kind of traditional customs in Thailand and trained C/P have higher capability among Thailand. 2.

4. Are you satisfied with the training of C/P executed by Japanese experts?

(1) Yes 2

(2) No 0

Satisfied with the degree of attainment for training but understand the future necessity of transferring higher technology in various business area.

5. How do you evaluate the full-scale OJT? (G, F, C/P, J, E)

(1) It was effective in developing productivity in Thai enterprises. 2

(1-2) The reason is for the development of productivity, linkage of CSK with HRD/LMR is essential matter, and the full-scale OJT could realize this effectively.

(2) It was not effective. 0

6. How do you evaluate the training materials supplied by Japanese side and that developed in joint work?)

(1) Valuable 2

(2) Not Valuable 0

7. Did they contribute directly to the productivity development in Thai enterprises?

(1) Yes. 2

Contributed very much to not only local Thai enterprises but also Japanese enterprises in Thailand.

(2) No 0

8. Do you think the inputs both by Japanese side and Thai side has been adequate in their timing and their contents?)

(1) Yes 2

(2) No 0

9. How do you evaluate the project management, project goal attainment and project progress?

(1) Satisfied 2

(2) Not satisfied 0

10. How do you evaluate the cooperation with APO and JODC?

(1) APO was effective for the project. 2

(2) JODC was not related to the TPDP. 2

11. Was the project planning relevant to the overall objective, project objective, inputs and outputs in their mutual relations?

(1) Yes 2

(1-1) In what points? Project has been executed properly, attained project objectives and trained consultants who are able to practice the national objectives.

(2) No 0

12. Are there any factors of not relevant?

(1) Yes there are 0

(2) No. 2

13. Do you think it to be sustainable for FTPI of the future continuity of its consulting activities on the points of its organization, financial condition and technical capability?

(1) Yes 2

(1-1) Why do you think so? By a) forming systematic and organic structure for human development system in FTPI and b) increasing revenue from services to Japanese enterprises in Thailand.

(2)No 0