

CPRAM Company Limited, Ready to Eat Food Business

主査コメント

Lead Examiner's Comment

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CPRAM社：

**タイ有数の複合企業CP Groupに属する食品製造販売企業
Ready to Eat Food事業とベーカリー事業を展開**

今回の審査対象：Ready to Eat Food事業

主力製品：冷蔵・冷凍食品

1988年に設立，従業員5246人

CPRAM：

Food manufacturing and sales company being part of Thai's leading conglomerate, CP Group.

Operates Ready-To-Eat Food Business and Bakery Business.

Examination scope: Ready-To-Eat Food Business

Main products: Frozen and chilled foods

Established in 1988.

5,246 employees.

1. TQMによる持続可能性の追求

- 1997年アジア経済危機を乗り越え、2000年TQMを導入。
- 2007年TPMを導入、2008年にLean Management System。
- 2013年、ISO9001, ISO14001, HACCPなどを
CPRAM Management Systemへ統合。

1. Pursuit for sustainability by TQM

- Introduced TQM in 2000 overcoming Asian economic crisis of 1997.
- Adopted TPM in 2007, Lean Management System in 2008.
- Integrated such systems as ISO9001, ISO14001, HACCP into CPRAM Management System in 2013.

2. トップのリーダーシップと思い

- CPRAM Innovation Treeを掲げ. Innovation Cultureを醸成.
- 顧客指向を強く打ち出している.
- サプライチェーン全体に関わる人々の幸福に重点.
- ビジネスの持続可能性をもたらすkey factorsをTQMは取り揃えていると認識.

2. Leadership and thoughts of top management

- Established CPRAM Innovation Tree and innovation culture.
- Strongly committed to customer orientation.
- Emphasize people's happiness throughout supply chain.
- Acknowledging all the key factors that allow business to sustain are within TQM.

3. TQM活動の特徴

- 食品の製造・販売⇒標準の遵守とトレーサビリティの重視.
- CP ALLが運営する7-Elevenなどと協働で新製品開発.
- 全部門へのKPIと方策の展開⇒経営重点課題解決.
- 戦略的サプライヤーを育成⇒継続的な品質向上.
- Happy Workplace活動による人材育成.
- 学習センター(高校相当)の設立による人材開発とCSR.

3. Characteristics of TQM activity

- Food manufacturing and sales⇒emphasis on adhering to standards and traceability.
- New product development under cooperation with CP ALL-operated 7-Eleven.
- KPI and policy deployment to all divisions⇒resolving managerial priority issues
- Development of strategic supplier⇒continuous quality enhancement.
- Human resource development by Happy Workplace activity
- Human resource development and CSR by establishing educational center (high school level)

4. TQMの効果

- 売上・利益が向上.
- 顧客満足度の向上
- 新製品の開発力がアップ. 新製品がヒット.
- 工程内不良率・件数とも減少.
- リードタイムや生産効率も向上.
- 従業員満足度の向上
- データに基づく管理を実践.

4. Effect of TQM

- Increased sales and profit.
- Increased customer satisfaction rate.
- Enhanced ability to develop new products. New products making huge hit.
- Decreased failure rate.
- Improved lead time and production efficiency.
- Increased employee satisfaction rate.
- Management by data.

5. TQM活動による無形の効果

- サプライチェーン全体を通じた製品のトレーサビリティ.
- サプライチェーン全体にそったロイヤリティ.
- Innovation Culture.
- 全員参加による品質意識・問題意識の向上

5. Intangible effect by TQM activity

- Product traceability throughout supply chain.
- Royalty across supply chain.
- Innovation culture.
- Increased awareness of quality and problems by all participation.