



**GOOD FACTORIES  
&  
BAD FACTORIES  
TO EXPORT TO JAPAN**

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- Introduction
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# Introduction of QTEC



- Official Name : Japan Textile Products Quality and Technology Center (Testing & Inspection Organization)
- One of the 8 institutes in Japan for textile products
- Originally established in 1948 mainly to assure the quality of export product
- Provides wide range of testing & inspection services
- Started overseas operation in 90s
- Currently 12 centers in Japan and 7 overseas
- QTEC Bangkok Testing Center, the newest site with assistance of THTI

# Aspects of Japanese Market

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- ❑ Market size : About 100 billion US dollars (Apparel only)
- ❑ Transition (Production) : More than 90% made overseas now
- ❑ Competitive : GMS, SPA, Department store, Specialty store, all kinds of stores present
- ❑ Many market segments : Variety of consumer tastes
- ❑ Value oriented : Lower retail prices
- ❑ Quick response : 2 weeks as minimum lead time (i.e.)
- ❑ Quality consciousness : Frequent consumer complaints
- ❑ Consumer's recognition : Product must be fresh, clean, perfect

# UNIQLO (SPA) at Central World in Bangkok

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**Photo from UQ web site**

# Aeon (GMS)

- The largest retail group of Japan



# Ito-Yokado (GMS)

- 2<sup>nd</sup> largest retail group



**Photos from web sites**

## Shimamura (SPA)

- More than 1800 stores



## Isetan (Department Store)

- Leading department store



**Photos from web sites**



# Certificate & Recognition

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- ISO 9000, ISO 14000
- Oeko Tex
- SA8000



# Factory Audit

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- Increasing needs for audit by the 3<sup>rd</sup> party
- What for ?
- Impression as an auditor : Factories had better get to know how Japanese look at your product, as it indicates how you work.

# Examples of audit item **classification** that may be given by Japanese clients

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- Facilities & equipments
- **CSR** (Corporate Social Responsibilities)
- Organizational actions & integrity
- Management system (Document control)
- Production control
- Hazardous matter control
- Quality assurance
- Product development
- Labor management & Training
- Worker discipline
- Outsourcing
- **On-site observation**



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# Break down contents of audit items

# Facilities and Equipments

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- Production facilities and equipments  
(Weaving, Knitting, Dyeing, Finishing, Cutting, Sewing, Inspection, Storage, etc)
- In-house testing facilities  
(Color fastness, Physical properties, Washing durabilities, etc)
- Needle detection facilities  
(Hazardous matter control)

# C.S.R

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- ❑ Observance with laws, regulations, international treaties
- ❑ Employment and working environment (Safety, sanitation, night work, etc)
- ❑ Environment control : waste water (E.T.P.), emission, fume, noise, garbage, etc
- ❑ Relationships with community
- ❑ Fair trade policy



# Organizational Actions & Integrity

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- ❑ Organized effort for quality control from top to bottom
- ❑ Organizational structure
- ❑ Crisis control for accidents, fire, etc
- ❑ Reports and confirmation to make sure what is going on
- ❑ Communication ability to react to sudden change in production situation

# Management system (Document control)

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- ❑ Based on ISO 9000
- ❑ Identification of revision (Version, revised date)
- ❑ Storage (Place, duration, security)
- ❑ Confirmation by responsible person
- ❑ Back up (Electronic data)
- ❑ Discarding terminated documents



# Production Control

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- ❑ Flow chart of production process
- ❑ Detailed plan and record of production
- ❑ Layout of production floor
- ❑ Nothing put directly on the floor
- ❑ No damage on / around tables for cutting or inspection
- ❑ Stable labor force with stable employment
- ❑ **5S** to practice



# About 5S (Exerpt from web page : Occupational Safety and Health Bureau Department of Labour protection and welfare of Thailand)

## □ Elements of 5S

- **1. Seiri (เซิริ)** = สะสาง (ทำให้เป็นระเบียบ) คือการแยกให้ชัดเจนของที่จำเป็นต้องใช้กับของที่ไม่จำเป็นต้องใช้ของที่ไม่จำเป็นต้องใช้ต้องขจัดทิ้งไป กล่าวกันว่า การเพิ่มประสิทธิภาพนั้น ต้องเริ่มจาก สะสาง
- **2. Seition (เซตง)** = สะดวก (วางของในที่ที่ควรอยู่) คือ การจัดวางของที่จำเป็นต้องใช้ให้เป็นระเบียบสามารถหยิบฉวยใช้งานได้ทันที กล่าวกันว่า ให้ใช้หลัก “สะดวก” นี้ เพื่อกำจัดความสูญเปล่าของเวลาในการ “ค้นหา” สิ่งของ
- **3. Seiso (เซโซ)** = สะอาด (ทำความสะอาด) คือ การปัดกวาดเช็ดถูสถานที่ สิ่งของ อุปกรณ์ เครื่องมือ เครื่องจักร ให้สะอาดอยู่เสมอ ไม่มีเศษขยะ ไม่ให้สกปรกเลอะเทอะ “สะอาด” คือพื้นฐานของการยกระดับคุณภาพ
- **4. Seiketsu (เซเคทซึ)** = สุขลักษณะ (รักษาความสะอาด) คือ การรักษาและปฏิบัติ 3 ส ได้แก่ สะสาง สะดวก และสะอาดให้ติดต่อกันไป ก้าวแรกของความปลอดภัยเริ่มจากการรักษาความสะอาด หรือ “สุขลักษณะ” นี้เอง
- **5. Shitsuke (ชิทซึเคะ)** = สร้างนิสัย (ฝึกให้เป็นนิสัย) คือ การรักษาและปฏิบัติ 4 ส หรือสิ่งที่กำหนดไว้แล้วอย่างถูกต้องจนติดเป็นนิสัย

**Easy to say, but no easy to practice**

**[http://www.oshthai.org/index.php?option=com\\_linkcontent&Itemid=68&sectionid=22&pid=64.483&task=detail&detail\\_id=959&lang=th](http://www.oshthai.org/index.php?option=com_linkcontent&Itemid=68&sectionid=22&pid=64.483&task=detail&detail_id=959&lang=th)**

# Hazardous Matter Control

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- Lockers for individual
- Hazardous instruments (Scissors, needles, knives, etc) distributed to a worker must be controlled with ID on them, with home positions to return them
- Sewing machine needles and Hand sewn needles to be controlled with proper record
- Needle detection to follow requirements of the buyer with proper machine maintenance

# Quality Assurance

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- ❑ Willingness to improve quality
- ❑ Quality control department built into organizational structure
- ❑ Proper quality control conducted
- ❑ Proper instruction for inspection
- ❑ Traceability (Identification of production lot, chronicle record of production)



# Product development

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- Gathering information on trend for developing unique product
- Own designer, pattern making, grading
- Variety of purchasing routes for competence

# Labor management & Control

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- Keeping proper number of workers and no sudden decrease or increase of workers
- Proper distribution of work force in each department
- Assigning workers of proper skill to each department
- Giving workers proper training for **standardized** work



# Worker discipline

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- Proper outfit
- Clean hands
- **Standardized** work

# Outsourcing

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- Proper instruction with documents to outsourced factories
- Inspection and record on the work of outsourced factories
- Feedback about defects to outsourced factories

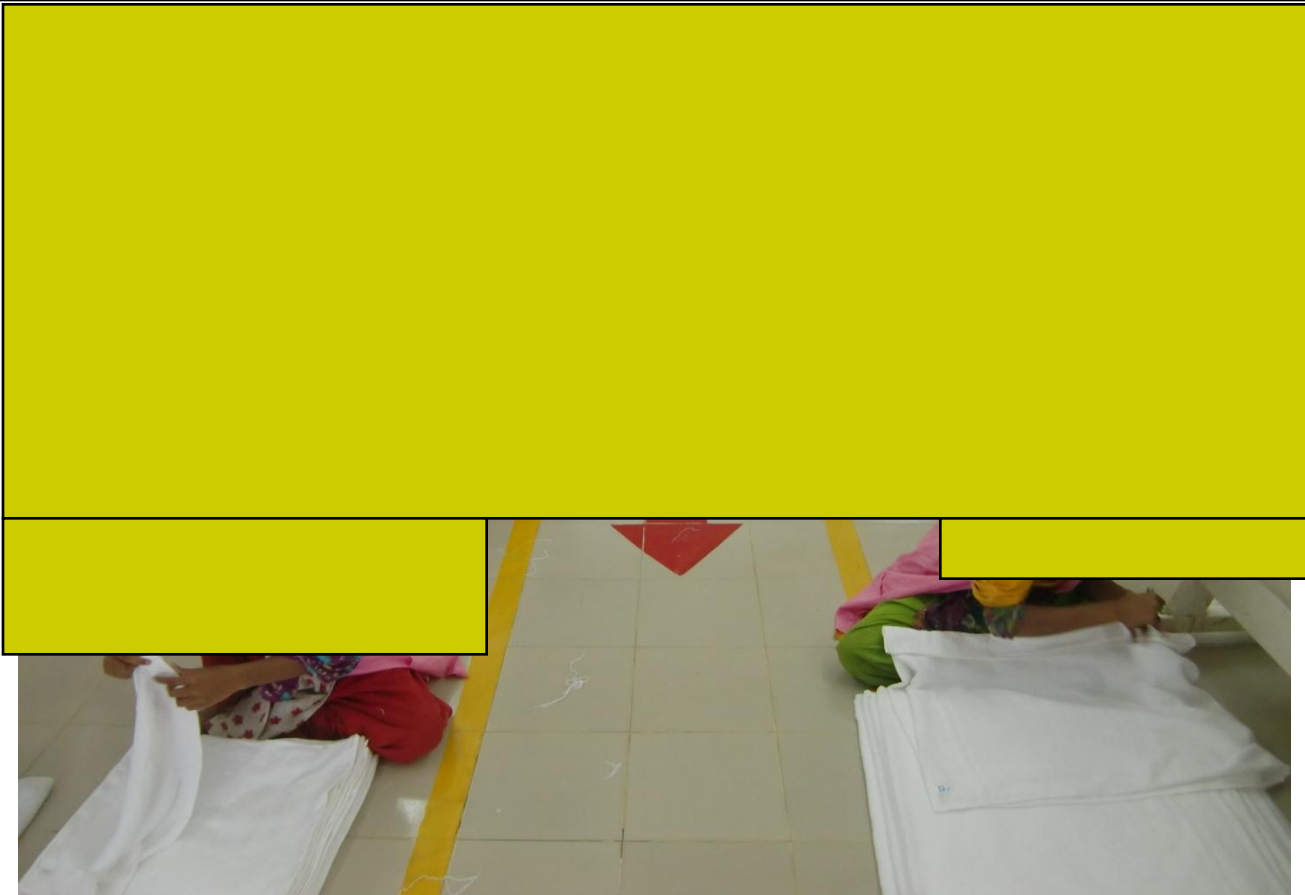


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# Some cases of bad conduct



# Case 1 Work Environment



**Half made products directly put on the floor**

**(Photo partly covered for privacy)**

# Case 2 Missed Leveling

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# Case 3 Side Seam Uneven

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Women's T-shirt with curved side seam

(Photo partly covered for privacy)

# Case 4

# Ants !



Many dead ants found along shoulder seams

# Elements to look into

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- ❑ Technical elements in production (Skill)
- ❑ Inspection (In line, final)
- ❑ Consecutive defect or not ?
- ❑ Instructions given to prevent ?
- ❑ Monitoring the process & consequence with attention ?

**It involves both managers and workers.**

# To conclude :

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- A good factory is supposed to be :  
Standardized and able to objectively evaluate itself against given criteria, then conduct necessary actions. (PDCA cycle)

# Appendix : Latest News from Japan

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- AZO dye tests will be introduced.  
JIS test method has been set recently, and the regulation will be in effect next year.
- Safe construction of children's wear has been regulated, and JIS has set up the standard.  
It will also be in effect next year.

Fin.

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TDAP-JICA SEMINAR

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