An appropriate manufacturing strategy model for the Thai food processing industry

Chaitamlong Pongpattanasili

University of Wollongong

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AN APPROPRIATE MANUFACTURING STRATEGY MODEL FOR THE THAI FOOD PROCESSING INDUSTRY

A thesis submitted in fulfilment of the requirements for the award of the degree

DOCTOR OF PHILOSOPHY

from

UNIVERSITY OF WOLLONGONG

by

Chaitamlong Pongpattanasili

MEngSC (UNSW)

Faculty of Engineering

2004
DECLARATION OF ORIGINAL AUTHORSHIP

The work contained in this thesis has not been previously submitted for a degree or diploma at any other University of higher education institution. The thesis contains no material previously published or written by another person except where due reference has been made.

Chaitamlong Pongpattanasili

24 August 2004
ABSTRACT

Thailand is well recognised for its high potential as an agricultural country and major food supplier. It provides a major source of agricultural product and agricultural manufacturing based industries. The most important sector is the food processing industry. This area is the most important sub-sector in Thai industry. The value in exports in the year 2002 was approximately 14.4% of the country’s total GDP. However, a high potential for growth still exists.

Food production in Thailand is based on local agricultural raw materials, comprising of fruit and vegetables, cereal and oils, fish and livestock and provides employment to 20 million people within the agricultural and food processing sector. This thesis discusses the characteristics of the Thai food processing industry and suggests an appropriate manufacturing strategy model is needed in order for it to achieve manufacturing excellence.

This study presents a classification of the Thai agricultural industry and compares one of its sectors, the agricultural manufacturing industry with another industrial sector viz. the electrical/electronic industry. The thesis investigates both industries contribution and reveals why the food processing industry is important for Thailand. After an overall analysis of the industry and its importance, the results of a survey of 350 food processing companies are compared, including characteristics of the Thai food processing industry, the focus of manufacturing strategies and the implementation of manufacturing practices.

Based on this, and in order to assist the Thai food processing industry to achieve manufacturing excellence, the thesis then develops an integrated model combining GMP, HACCP, TPM and TQM, and provides guideline for their implementation.
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Pongpattansasili C.
# TABLE of CONTENTS

Abstract.............................................................................................................. i
Acknowledgements............................................................................................ ii
List of Contents.................................................................................................... iii
List of Tables......................................................................................................... x
List of Figures....................................................................................................... xiii
List of Abbreviations............................................................................................. xvi

## Chapter 1: Introduction

1.1 Background of Thai Food Processing Manufacturing Industry............ 1
1.2 Problem Statement......................................................................................... 3
1.3 Objective of the Research........................................................................... 3
1.4 Scope of the Research.................................................................................. 4
1.5 Importance of the Research......................................................................... 4
1.6 Research Outline........................................................................................... 4

## Chapter 2: An Overview of Thai Industry and the Importance of its Agricultural Manufacturing Industry

2.1 Introduction................................................................................................... 6
2.2 General Picture of the Thai Economy......................................................... 6
2.3 Classification of the Thai industry sector................................................... 9
2.4 Industrial Transition.................................................................................... 9
2.5 Export and Import patterns.......................................................................... 12
2.6 Direct Foreign Investment in Electrical/Electronic Products in Thailand.... 15
2.7 Thai Agriculture Products......................................................................... 18
   2.7.1 Definition of agricultural manufacturing industry......................... 19
   2.7.2 Definition of food processing industry.......................................... 20
2.8 Agricultural Manufacturing Industry......................................................... 20
2.9 Food Processing in Industry....................................................................... 20
2.10 Non Food Products.................................................................................... 22
2.11 Relative Importance of Agricultural Manufacturing Industry and Electrical / Electronic Industry... 23
Chapter 3: Analysis of the Thai Food Processing Industry and the Importance of SMEs

3.1 Introduction

3.2 Moving Towards Industry-Based Agriculture

3.3 Thai National Economic Objectives for Agricultural Manufacturing Industry

3.4 Definition of Thai Small and Medium Enterprise (SME) Sector

3.5 Definition of Thai Food Processing Industry

3.6 Food Processing Industry in Thailand

3.7 Profitability of Thai Industry

3.8 Government Policies Development Plan

3.9 Classification of Thai food processing industry

3.10 Common Food Processing Industry in Thailand

3.11 Factories Based on Classification of Thai Food Processing Industry

3.12 Conclusion
Chapter 4: Present Thai Food Processing Industry Manufacturing Strategies

4.1 Introduction

4.2 Good Manufacturing Practice (GMP)

4.2.1 Requirements of Good Manufacturing Practices for Thai food processing industry

4.3 Hazard Analysis Critical Control Point (HACCP)

4.4 Total Productive Maintenance (TPM)

4.5 Just-In-Time (JIT) Manufacturing

4.6 Total Quality Management (TQM)

4.6.1 A note on the ISO 9000 concepts for Thai food processing industry

4.6.1.1 The important of ISO 9000 for Thai food processing industry

4.6.2 A note on Six Sigma Concept for the Thai food processing industry

4.7 A Flow Chart of the Development Appropriate to the Manufacturing Strategy Model for Thai Food Processing Industry

4.8 Practices of an Appropriate Integrated Model of TQM, JIT, GMP and HACCP

4.9 Linking Infrastructures Practices of the Integrated Model (HACCP, JIT, TPM and TQM)

4.10 Suggested Implantation Step Combined Model of GMP, HACCP, JIT, TPM, and TQM

4.11 Appropriate Manufacturing Strategies output Model (AMS_output)

4.12 Conclusion

Chapter 5: Research Method and Hypotheses

5.1 Introduction

5.2 Research Method
Chapter 8: Hypotheses Test and Analysis

8.1 Introduction

8.2 Need for the Development of Integrated Model of Best Practice and Market Requirements

8.3 Implementation of Integrated model

8.4 Relationship between Industrial Characteristics and Product and Process Strategies

8.5 Training

8.5.1 GMP training

8.5.2 HACCP training

8.5.3 TPM training

8.5.4 TQM training

8.5.5 JIT training

8.6 Conclusion

Chapter 9: Data Analysis Supporting the implementation of an Appropriate Thai Food Processing Manufacturing Strategy Model

9.1 Introduction

9.2 Elements or Basic Infrastructure of Organisation

9.2.1 Organisational structure

9.2.2 Management systems

9.2.3 Management activities

9.2.4 Potential of problem solving

9.2.5 The relationship between Organisational Characteristics

9.3 Manufacturing Practices

9.4 Application of Tools and Techniques

9.4.1 Tools and Techniques related to GMP and HACCP

9.4.2 Basic Tools and Techniques

9.4.3 Tools and Techniques related to supplier management

9.4.4 Management Tools and Techniques

9.5 Conclusion
Chapter 10: A New Appropriate Thai Food Processing Industry
Manufacturing Strategy Model

10.1 Introduction...........................................................................................................182

10.2 Suggestion of Tools and Techniques for Solving Problems.........................182

10.3 The Model of Excellence for the Thai Food Processing Industry.................189
   10.3.1 Extension of GMP.......................................................................................193
   10.3.2 HACCP building......................................................................................193
   10.3.3 Focus on human aspects by implementing TQM.................................194
   10.3.4 Focus on effective equipment management by implementing TPM........194
   10.3.5 Selected tools and techniques to use in the model.................................195

10.4 Training Courses ...............................................................................................195

10.5 Preliminary Test of New Model: Result from 3 Case Studies.......................198
   10.5.1 Characteristics of participation Thai food processing companies........198
      (Company A, B, and C)
   10.5.2 Implementation of manufacturing practice models in Company A, B, and C
      10.5.2.1 Company A..........................................................................................199
      10.5.2.2 Company B..........................................................................................200
      10.5.2.3 Company C..........................................................................................200
   10.5.3 Comparison of Company A, B and C.........................................................200
      10.5.3.2 Benefit of manufacturing practices.......................................................202
      10.5.3.3 Tools and techniques............................................................................202

10.6 Survey of Implementation of Integrated Model.............................................203

10.7 Recommendation of Six Sigma as an Appropriate Manufacturing Strategy Model for the Thai Food Processing industry.........................................206

10.8 Recommendation ISO 9000 as an Appropriate Manufacturing Strategy Model for the Thai Food Processing Industry..................................................208
   10.8.1 Relationship of ISO 9000, GMP and HACCP.......................................208

10.9 Conclusion...........................................................................................................210
| Chapter 11: Conclusion                      | 212 |
| References                                 | 216 |
| **Appendix A** Thai Industry Classification and Main Statistic | 246 |
| **Appendix B** Output and Value Added by Thai Manufacturing industry | 251 |
| **Appendix C** Pilot Questionnaire         | 252 |
| **Appendix D** Main Survey Questionnaire   | 257 |
| **Appendix E** Statistical Analysis        | 269 |
| - E1 Main survey                           | 269 |
| - E2 Hypotheses test                       | 281 |
| **Appendix F** Tools and Techniques        | 291 |
## List of Tables

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.1</td>
<td>Specific Industries in the Primary, Secondary, and Tertiary Categories, Based on the International Standard Industrial Classification (ISIC)</td>
<td>9</td>
</tr>
<tr>
<td>2.4.1</td>
<td>Share of Gross Domestics Product by Industrial Origin and Growth at 1980 Prices</td>
<td>10</td>
</tr>
<tr>
<td>2.5.1</td>
<td>Structure of Thailand’s Export Products</td>
<td>13</td>
</tr>
<tr>
<td>2.6.1</td>
<td>Structure of Thai Electrical/Electronic Industries</td>
<td>17</td>
</tr>
<tr>
<td>2.12</td>
<td>Comparison of the Thai Agricultural Manufacturing Industry and Electrical/Electronic Industry</td>
<td>26</td>
</tr>
<tr>
<td>3.4.1</td>
<td>Definition of SMEs by Total Assets Value</td>
<td>29</td>
</tr>
<tr>
<td>3.6.1</td>
<td>Number of Factories, Capital Investment, and Employment of Registered Factories in Thailand, 1998</td>
<td>31</td>
</tr>
<tr>
<td>3.6.2</td>
<td>Proportion of SMEs by Factory, Investment, and Employment 1998</td>
<td>31</td>
</tr>
<tr>
<td>3.6.3</td>
<td>Thailand’s Top Ten food Exports in 1998</td>
<td>31</td>
</tr>
<tr>
<td>4.3.1</td>
<td>Principles of HACCP</td>
<td>52</td>
</tr>
<tr>
<td>4.5.1</td>
<td>Definitions of JIT Manufacturing</td>
<td>59</td>
</tr>
<tr>
<td>4.6.1</td>
<td>Requirements for Effective Quality Management</td>
<td>63</td>
</tr>
<tr>
<td>4.9.1</td>
<td>Relationship between Element Practices of GMP, HACCP, JIT, TPM and TQM</td>
<td>74</td>
</tr>
<tr>
<td>4.11</td>
<td>Factors Necessary for Success of Integrated System of TQM, TPM, JIT, GMP and HACCP</td>
<td>87</td>
</tr>
<tr>
<td>6.3.1</td>
<td>Thai Food Processing Industry Manufacturing Practices</td>
<td>104</td>
</tr>
<tr>
<td>8.3.1</td>
<td>Manufacturing Practices and Business Performance</td>
<td>147</td>
</tr>
<tr>
<td>9.1</td>
<td>Competitive Business Performance</td>
<td>164</td>
</tr>
<tr>
<td>9.2.1</td>
<td>Organisation Structure</td>
<td>165</td>
</tr>
<tr>
<td>9.2.2</td>
<td>Management Systems</td>
<td>165</td>
</tr>
<tr>
<td>9.2.3</td>
<td>Management Activities</td>
<td>166</td>
</tr>
<tr>
<td>9.2.4a</td>
<td>Potential of Solving Human Resource Problems</td>
<td>167</td>
</tr>
<tr>
<td>9.2.4b</td>
<td>Potential of Solving Quality Problems</td>
<td>167</td>
</tr>
<tr>
<td>9.2.4c</td>
<td>Potential of Solving Basic Infrastructure Problems</td>
<td>167</td>
</tr>
</tbody>
</table>
List of Tables

Table 9.2.4d  Potential of Solving Problems Regarding Competitors 168
Table 9.2.5a  Group (a)- Safety elements 169
Table 9.2.5b  Group (b)- Maintenance Elements 169
Table 9.2.5c  Group I – Production Elements 169
Table 9.2.5d  Group (d) – Supplier Elements 169
Table 9.2.5e  Group (e) – Strategic Management Elements 169
Table 9.2.5f  Group (f) – Financial Management Elements 169
Table 9.2.5g  Group (g) – Development of New Product Elements 170
Table 9.2.5h  Group (h) – Sales and Marketing Elements 170
Table 9.2.5i  Group (i) – Performance Management Elements 170
Table 9.2.5j  Group (j) – Education and Training Elements 170
Table 9.2.5k  Group (k) – Co-operation Elements 170
Table 9.2.5l  Group (l) – Quality Management Elements 171
Table 9.2.5m  Group (m) – Continuous Improvement Activities 171
Table 9.2.5n  Group (n) – Organisation Aspects 171
Table 9.4.1  Degree of Importance of Tools and Techniques related to GMP and HACCP 176
Table 9.4.2  Degree of Importance of Basic Tools and Techniques 177
Table 9.4.3  Degree of Importance of Tools and Techniques related with Supplier Management 178
Table 9.4.4  Degree of Importance of Management Tools and Techniques 180
Table 10.2  Relationship between Problems and Manufacturing Practices and suggested Tools and Techniques 182
Table 10.2a  Tools and Techniques which are used by Top Management 187
Table 10.2b  Tools and Techniques which are used by Middle Management 187
Table 10.2c  Tools and Techniques which are used by Engineer 188
Table 10.2d  Tools and Techniques which are used by Supervisor 188
Table 10.2e  Tools and Techniques which are used by Front-Line Operator 189
Table 10.4.1  Training Courses for Particular Job Positions 197
Table 10.4.2a  Basic Training for each Particular Job Levels 197
Table 10.4.2b  Management Training for each Particular Job Levels 198
List of Tables

Table 10.4.2c Technical Training for each Particular Job Levels 198
Table 10.4.2d Maintenance Training for each Particular Job Levels 198
Table 10.5 Characteristics of the Thai Food Processing Companies Participated in Case Study 199
Table 10.5.3.1a Basic infrastructures (Organisation Structures) 201
Table 10.5.3.1b Basic Infrastructures (Management Characteristics) 201
Table 10.5.3.3 Tools and Techniques 203
Table 10.6a Tools and Techniques of the Suggested Integrated Model suitable for Top Management in Company D 204
Table 10.6b Tools and Techniques of the Suggested Integrated Model suitable for Middle Management in Company D 204
Table 10.6c Tools and Techniques of the Suggested Integrated Model suitable for Engineer in Company D 205
Table 10.6d Tools and Techniques of the Suggested Integrated Model suitable for Supervisor in Company D 205
Table 10.6e Tools and Techniques of the Suggested Integrated Model suitable for Front-Line Operator in Company D 206
## List of Tables

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.1</td>
<td>Number of Factory Closures in Thailand in 1998</td>
<td>8</td>
</tr>
<tr>
<td>2.5.1</td>
<td>Thailand’s Import Product</td>
<td>14</td>
</tr>
<tr>
<td>2.6.1</td>
<td>Net Foreign Investment Flow in the Thai Electrical/Electronic Sector Classified according to Country</td>
<td>16</td>
</tr>
<tr>
<td>2.7.1</td>
<td>Sector Classification for Thai Agricultural Manufacturing Industry</td>
<td>18</td>
</tr>
<tr>
<td>2.11</td>
<td>Comparison of Trade Balance Figure for Thai Export Products</td>
<td>24</td>
</tr>
<tr>
<td>3.7.1</td>
<td>Gross Output by Division of Industry</td>
<td>33</td>
</tr>
<tr>
<td>3.7.2</td>
<td>Value added by Industry Sector</td>
<td>33</td>
</tr>
<tr>
<td>4.2.1</td>
<td>GMP for the Thai Food Industry Components of Good Manufacturing Practices</td>
<td>49</td>
</tr>
<tr>
<td>4.7.1</td>
<td>Flow Chart of Develop Appropriate Thai Food Processing Manufacturing Strategy Model</td>
<td>67</td>
</tr>
<tr>
<td>4.8.1</td>
<td>Elements of infrastructure practice among GMP</td>
<td>70</td>
</tr>
<tr>
<td>4.8.2</td>
<td>Food Safety Assurance</td>
<td>71</td>
</tr>
<tr>
<td>4.8.3</td>
<td>Relationship between HACCP and TQM</td>
<td>72</td>
</tr>
<tr>
<td>4.8.4</td>
<td>Revised Model for Quality Systems in the UK Food and Drinks Industry</td>
<td>73</td>
</tr>
<tr>
<td>4.10.1</td>
<td>Integrated Model of GMP, HACCP, JIT, TPM and TQM</td>
<td>82</td>
</tr>
<tr>
<td>4.11</td>
<td>Appropriate Manufacturing Strategy Model Output</td>
<td>88</td>
</tr>
<tr>
<td>6.2.1</td>
<td>Type of Thai Food Processing Industry</td>
<td>99</td>
</tr>
<tr>
<td>6.2.2</td>
<td>Focus of Manufacturing Strategies</td>
<td>100</td>
</tr>
<tr>
<td>6.2.3</td>
<td>Manufacturing Practice</td>
<td>100</td>
</tr>
<tr>
<td>6.2.4</td>
<td>Machine Problem</td>
<td>101</td>
</tr>
<tr>
<td>6.2.5</td>
<td>Cause of Production delay in Thai Food Processing Companies</td>
<td>102</td>
</tr>
<tr>
<td>6.2.6</td>
<td>Future plan to improve business Performance</td>
<td>102</td>
</tr>
<tr>
<td>7.2.1</td>
<td>Type of Production</td>
<td>106</td>
</tr>
<tr>
<td>7.2.2</td>
<td>The Company Main Market</td>
<td>106</td>
</tr>
<tr>
<td>7.2.3</td>
<td>Focus of Manufacturing Strategies</td>
<td>107</td>
</tr>
<tr>
<td>7.2.4</td>
<td>Ratio of Technology used for Value-adding Operation</td>
<td>107</td>
</tr>
<tr>
<td>7.3.1a</td>
<td>Human Resource Problem and Frequency of Problems</td>
<td>109</td>
</tr>
</tbody>
</table>
List of Tables

Figure 7.3.1b  Frequency of Human Resource Problems 109
Figure 7.3.1c  Human Resource Problem and Urgency of Problem 110
Figure 7.3.2a  Quality Problem and Frequency of Quality Problems 111
Figure 7.3.2b  Frequency of Quality Problems 111
Figure 7.3.2c  Urgency of Quality Problems 112
Figure 7.3.3a  Basic Infrastructure and Frequency of Problems 113
Figure 7.3.3b  Basic Infrastructure Problems and Urgency of Problem 112
Figure 7.3.4a  Problems with Competitions and Frequency of problems 115
Figure 7.3.4b  Problems with Competitions and Urgency of Problems 115
Figure 7.4.1  Potential of Solving Human Resource Problems 116
Figure 7.4.2a  Potential of Solving Quality Problems 117
Figure 7.4.2b  Difficulty of Solving Quality Problems 117
Figure 7.4.3a  Potential of Solving Basic Infrastructure Problems 118
Figure 7.4.3b  Difficulty of Solving Basic Infrastructure Problems 118
Figure 7.4.4  Potential of Solving Competition Problems 119
Figure 7.5.1  Current Quality Status and Degree of Important 120
Figure 7.5.2  Business Performance needed to outperform Competitors 121
Figure 7.6.1a  Organisation Structure and Implementation 122
Figure 7.6.1b  Full Implementation of Organisation Structure 122
Figure 7.6.2a  Management Characteristics and Implementation 123
Figure 7.6.2b  Management Characteristics to be improved 124
Figure 7.6.3a  Management Activities and Implementation 125
Figure 7.6.3b  Management Activities to be improved 125
Figure 7.6.4  Quality Aspects used to develop the Manufacturing Strategies 126
Figure 7.7.1  Familiarity with manufacturing practices 128
Figure 7.7.2  Introduction of manufacturing practices 128
Figure 7.7.3  Current implementation of practices 129
Figure 7.7.4  Implementation status of GMP, HACCP, TQM, and TPM 130
Figure 7.7.5  Main Motivation for Implementation of GMP, HACCP, TPM, JIT and TQM 131
Figure 7.7.6  Benefits of Company Performance from Manufacturing Practices 131
List of Tables

Figure 7.8.1  Adaptation of Best Practices in Thai Food Processing Companies 132
Figure 7.8.2  Barriers to Achieve the Best Practice Manufacturing for Thai Food Processing Industry 133
Figure 7.8.3  The limitation of JIT Practice implementing for Thai Food Processing Industry 134
Figure 7.8.4  The limitation of TPM practices implementation for Thai Food Processing Industry 135
Figure 7.8.5  Company Expect from TPM Practice 137
Figure 8.2.1  Manufacturing Practices and Motivation 140
Figure 8.2.2  Manufacturing Strategies and Manufacturing Practices 142
Figure 8.3.1  Manufacturing Practices and Benefits 145
Figure 8.4.1  Company Size and Manufacturing Practices 149
Figure 8.4.2  Manufacturing Practices and Turnover 150
Figure 8.4.3  Manufacturing Process and Manufacturing Practices 151
Figure 8.5  Training Program in GMP, HACCP, TPM and TQM that are necessary for Achieving Thai Food Processing Industry Excellence 153
Figure 8.5.1  GMP Training 155
Figure 8.5.2  HACCP Training 157
Figure 8.5.3  TPM Training 159
Figure 8.5.4  TQM Training 161
Figure 9.4.1  Tools and Techniques Related to GMP and HACCP and Degree of Importance 175
Figure 9.4.2  Basic Tools and Techniques and their Degree of Importance 177
Figure 9.4.3  Tools and Techniques related to Supplier Management and Degree of Importance 178
Figure 9.4.4  Management Tools and Techniques and the Degree of Importance 179
Figure 10.3  New Manufacturing Strategy Model for Thai Food Processing Industry 190
Figure 10.3.5  Tools and Techniques for the Appropriate Thai Food Processing Industry Manufacturing Strategy Model 196
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASEAN</td>
<td>Association of South East Asian Nation</td>
</tr>
<tr>
<td>BOI</td>
<td>Board of Investment (Thailand)</td>
</tr>
<tr>
<td>BOT</td>
<td>Bank of Thailand</td>
</tr>
<tr>
<td>CCP</td>
<td>Critical Control Point</td>
</tr>
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<td>DEP</td>
<td>Department of Export Division</td>
</tr>
<tr>
<td>DIP</td>
<td>Department of Industrial Promotion (Thailand)</td>
</tr>
<tr>
<td>FDA</td>
<td>Food and Drug Agency (Thailand)</td>
</tr>
<tr>
<td>FSCS</td>
<td>Food Safety Control System</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>GNP</td>
<td>Gross National Product</td>
</tr>
<tr>
<td>GMP</td>
<td>Good Manufacturing Practice</td>
</tr>
<tr>
<td>GHP</td>
<td>Good Hygiene Practice</td>
</tr>
<tr>
<td>HACCP</td>
<td>Hazard Analysis Critical Control Point</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>ISIC</td>
<td>International Standards of Industry Classification</td>
</tr>
<tr>
<td>ISO</td>
<td>International Standards Organisation</td>
</tr>
<tr>
<td>JIT</td>
<td>Just-in-Time</td>
</tr>
<tr>
<td>MMS</td>
<td>Maintenance Management System</td>
</tr>
<tr>
<td>NESDB</td>
<td>National Economic as Social Development Board (Thailand)</td>
</tr>
<tr>
<td>NSTDA</td>
<td>National Science and Technology Development Agency (Thailand)</td>
</tr>
<tr>
<td>PM</td>
<td>Preventive Maintenance</td>
</tr>
<tr>
<td>QA</td>
<td>Quality Assurance</td>
</tr>
<tr>
<td>QC</td>
<td>Quality Control</td>
</tr>
<tr>
<td>QCC</td>
<td>Quality Control Circles</td>
</tr>
<tr>
<td>QMS</td>
<td>Quality Management System</td>
</tr>
<tr>
<td>SMEs</td>
<td>Small and Medium Enterprise Sector</td>
</tr>
<tr>
<td>TDRI</td>
<td>Thailand Development Research Institute</td>
</tr>
<tr>
<td>TPM</td>
<td>Total Productive Maintenance</td>
</tr>
<tr>
<td>TQC</td>
<td>Total Quality Control</td>
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<td>TQM</td>
<td>Total Quality Management</td>
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<tr>
<td>WCM</td>
<td>World Class Manufacturing</td>
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<tr>
<td>WIP</td>
<td>Work In Process</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Form</td>
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<tr>
<td>---------</td>
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<tr>
<td>WM</td>
<td>Workplace Management</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organisation</td>
</tr>
<tr>
<td>WTO</td>
<td>World Trade Organisation</td>
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