

“Na-rak Campaign”

Build up the people – Work – Society

A CORPORATE CULTURE...AAPICO STYLE

“I come to work steadily without absence with zero leave or late records throughout my sixteen years working in AAPICO that sends me to be received the best attendance award. I don’t know how I can make it” K.Boontham Riabriang said

The tale of K.Boontham R., an employee of AAPICO Hi-tech Plc. gave us a question and try to find out the exact answer how this organization manage the people that make them pay their love and sacrifice to the company.

AAPICO Hi-tech Plc. is one of the automotive OEM parts and Jig manufacturer for the biggest car assembly in Thailand. However, AAPICO name may not be familiar for those who are not dealing with the automobile business. But when we refer to the masterpiece as said in the advertising “Like you have a guide in hand, you will absolutely not lose your way. ITS will lead you to everywhere in Thailand” so the name of ITS will be recognized.

Although the founder of “AAPICO Hi-tech” is a Malaysian business man, but K.Yeap Swee Chuan, CEO of AAPICO Hi-tech Public Company Ltd. thoroughly understands the Thai way and picks up the outstanding points of Thai people for managing of an organization as well as people that makes AAPICO Hi-tech to achieve a number of world class awards for the industrial standard.

Based upon the above mentioned, K.Yeap said “We must understand habits of Thai people. Sometimes, it seems to be tough, but sometimes easy. We must read what they think in their minds. Outside seems to be polite, but inside in contrast, it’s quite very strong. Sometimes, it’s necessary to cheer up or motivate. If he/she makes the wrong thing, it’s necessary to punish him/her. There will be a lot of problems on managing the people. For example; “I like this manager, I will work for him, but if I don’t like this manager, I will not serve him”. This opinion must be tuned up. Therefore, they should be trained for the right working habits and attitude”

We have a clear policy on our human resources development to respond the needs by customer on QCD. Quality must be excellent; Cost must be lowest and Delivery must be achieved 100% on time with other supporting factors such as management, engineering and safety in work.

“In order to make our customer feel happy, at first, our people must be happy. If our people work happily, productivity is the outcome and the quality is met the standard that make our customer feel happy, then our shareholders will also be happy. A profit is the end-result that will provide our opportunity for a social contribution”

We provide our employees, not only satisfactory compensation but, also good working environment, cleanliness with



safety condition. We also support employees for training, a variety of recreations including free-lunch and company bus service.

Social contribution is one of our activities that brings us the most pride such as AAPICO scholarships for all educational levels of the student who are the children of AAPICO employees, more than 10 scholarships a year that we provide over 10 years continually. When there is a flood like a big damage flood in Uttaradit province, we help the victims by providing a lot of clothes loading on a big truck with other necessary stuff as well as money. Some students are poor or insufficient, we provide them tasty lunch, washing machines, new shoes. A lot of money has been spent out. Even in the case the family of the employee is in trouble or their parents passed away, we will give help.

In 1997, we started our operation in Thailand. At that time the situation of automobile industry is not good. A number of company dismissed employees for the business survival, but no one left from AAPICO. We worked only 2 week a month and the rest of 2 weeks the employees stayed at home without pay. There was no bonus nor any pay raise for a two year period. They understood the situation and can adapt themselves to maintain our business. This is a good point of Thai people at that time. Which is different from a new generation.

From the story mentioned, we can learn from K.Yeap that how he survived the company in the past against the

economy downturn as well as how he manage his people in different style compare to the other organizations. Like the Na-rak project, all activities will encourage the employees to perform their best with discipline instead of direct forcing the employees to do so.

“Na-rak” is form the outstanding points of Thai people. I also wear the “Na-rak” badge for everyday.

“Na-rak” means to say “Sawaddee” or “Greeting” when we meet to each other. Men are asked co-operation for short hair, on time start working, smiling. We also provide something special for Mr. and Ms.Na-rak.

“Attitude” of people becomes a priority. Bad attitude will affect to the way they perform. If our people are in good attitude, the productivity will be the result that also enhancing a good teamwork”

“Everyone in our company, a secretary, maids or the president are important. Whenever, there is a problem occurred, it is needed to fix or find out the solution. If anyone is absent from work because the parents get sick, it is alright. Both of the two sides, the employees and the company are obliged to oversee each other. If our employees work happily, they will have creative ideas that affecting to the quality of products, more profits and pay raise”.

This is K.Yeap’s policy, “Happy People” that becomes the “Core value” of the organization.

“The way we treat our people is the world standard level same as other best practice companies in Japan which is confirmed by the foreigners who visited our factories”.

Apart from our success story that already mentioned, it may be from a lean manufacturing plus Oracle system adoption called in short “Oracle on lean”. AAPICO is the first automobile manufacturer in Thailand that utilizes the Oracle software solution for all processes of auto parts manufacturing. After implementing this newly system, our operation is much more efficiency resulting from the JIT or Just –In-Time system that respond the needs of customer on prompt and punctual delivery parts and minimize the cost in production processes.

We will separate the warehouse areas into small zones categorized by each customer. All related processes will be designed clearly every step in the operation to ensure that every parts produced each line can be run smoothly without any interruption and deliver them to customer promptly.

“Yes, we can find or buy good machines even a plant, but only people, we absolutely not can buy”. K.Yeap added finally.

K.Yeap pointed out something “Real” and “True” stories in business management that some organizations might be invisible or ignored.