

A study of critical success factors in applying Thailand Quality Award framework in an electronic manufacturing company: A case study

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Abstract

Purpose The purpose of this research is to identify key Opportunities for Improvement (OFIs) and the organization's Critical Success Factors (CSFs) in their journey to excellence using Thailand Quality Award (TQA) framework. This framework was translated from Total Quality Management (TQM) concept which is a well-known integrated management philosophy aimed at improving the performance of every aspect of products, processes and management of an organization. Although the award was launched since 2001, there had been limited numbers of successful implementation especially to the level of TQA Award.

Design/methodology/approach Two sets of questionnaire, the simplified and the overall requirements, were developed using TQA framework to interview 3 levels of respondents in an electronic manufacturing company. The result from the questionnaires will be used to identify the key OFIs and validated the CSFs.

Findings Both sets of questionnaire can filter the key issues for improvement. The factors derived from the simplified questions are mainly related to general process gaps while the factors from the overall questions are more focus on improving the organization towards industrial leadership.

Originality/value The result from this study reveals that although the framework proofed to be quite robust in identifying key opportunities for improvement, but deep understanding on the TQA/TQM concept is required to validate the response. In addition, translation of these findings into roadmap for successful implementation to the company was recommended.

Keywords: Thailand Quality Award (TQA) framework, Total Quality Management (TQM), Organizational Assessment, Critical Success Factor (CSF)