

In the Field of Technology Transfer

**Success Story (1):  
“Training is the Origins of Organization’s Development”**

**by Mr. Songtham Hattha / Thailand**

Denso Thailand was established in 1972. Presently there are nine subsidiary companies in the group with over 10,000 employees. It has sent many trainees to AOTS Technical and Management Training programs in Japan, which has resulted in higher development in capabilities at the whole group. In 2004 when Denso Thailand was in preparation for establishing a technical center for human resource development, Mr. Songtham participated in the AOTS Technical Training as one of the core start-up members of the center and learned both theory and practice of the Toyota Production System (TPS), Quality Control (QC), CNC Machining, Robotics and others after having learned the Japanese language, Japanese culture and society, behaviors and manners of the Japanese people, etc in AOTS General Orientation. Denso Training Academy (Thailand) or DTAT opened in

2005 with 9 associates who are all AOTS ex-trainees including Mr. Songtham and started with training for newly employed. They had an opportunity to learn many useful skills and techniques through collaboration with technical professors who had been sent from Denso Japan at that time, and thus they could brush up their skills in Japanese language to work as professional instructors. The mission of DTAT is to make the automobile and auto part industry in Thailand the Number 1 in the world. With “*Monozukuri is Hitozukuri* (manufacturing products means human resource development)” as its guiding philosophy they are committed to human resource development by making the most of their professional skills. The technical training has been conducted to 3,500 people so far and its training has been extended to the entire Denso group in Asia since 2007.

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**Ms. Warisa Amonchanchaikul**

A resident of Bangkok, Ms. Warisa works at the HRD Center of Denso International Asia Co., Ltd. She currently serves as a technical instructor at Denso Training Academy Thailand (DTAT). To date she has trained as many as 3,000 employees in total.

\*Ms. Warisa makes a presentation on behalf of Mr. Songtham Hattha, who submitted the report.

Past experience of AOTS training:

Technical Training in 2005 [provided at Denso E & TS Training Center Corporation]



## 2) Report of the Best Practices from the Success Stories

*\* Following contents are based on facts at the time the report was written.*

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Success story (1): Training is the Origins of Organization's Development  
Story submitter: Mr. Songtham Hattha  
Country: Thailand  
Field of activities: Technology Transfer



First of all, I would like to introduce myself; I am Songtham Hattha from Bangkok, Thailand. I joined Denso Thailand in June 2003 and was posted as a “Technical Skill Instructor” with my main responsibility being training and developing employees in the Denso Thailand group. After I trained in Japan and returned to Thailand in March 2005, I worked at the Denso Training Academy. This essay or story will tell my story, which I am proud of and pleased to share with other people.

Firstly, I would like to explain about “Denso Corporation” which was founded in 1949 at Kariya City, Aichi Prefecture in Japan. It has overseas operations in 32 countries around the world and there are totally over 100,000 associates. Our products of parts & components for the Automotive Industry are well known and are of high quality. Among them, alternators, starters, and vehicle-equipped air conditioners are the main products. Thirty six years after that, Denso Thailand was established in 1972, at Theparak, Samutprakarn. Presently, there are nine subsidiary companies in the group which has over 10,000 employees.

Until now, Denso has sent many trainees to AOTS Technical and Management Training programs in Japan; which has resulted in the whole Denso Thailand Group’s higher development in capabilities and sustainable business growth. As a part of business growth, employees’ abilities and capabilities are the major motives for development. With the strong intention to make it more effective, Denso set up a new project on the “Establishment of a Technical Center in Thailand” for training and developing associates by improving their abilities and capabilities. Before its establishment, I had been appointed as one of the team members to be trained in Japan for technical training under the AOTS Program in April 2004. At that time, I thought if I wanted to achieve success, I should be hard working.

### **AOTS General Orientation Course**

I participated in AOTS General Orientation Course ,which was 6 weeks program, began in the middle of April 2004 at AOTS Kansai Kenshu Center (KKC) in Osaka City. I was extremely impressed by Ms. Yatani Kumiko, an instructor of the Japanese language lesson. I studied Japanese very hard during the class and tried to speak with Japanese people as much as possible in my daily life. I had a lot of homework and assignments everyday. However, I understood that knowing Japanese is essential for training in Japan. Besides the Japanese language, AOTS gave me a lot of experiences in daily life such as traveling by subway and bullet train, staying in a Japanese-style hotel in Miyajima in Hiroshima Prefecture during the study tour, factory visit and learning different cultures.

### **Denso E&TS Technical Training**

Next, I moved to Denso E&TS Technical Center at the Takatana Plant of Denso in Aichi Prefecture to take part in specialized practical training. During my 10 months there, from 25 May 2004 to 12 March 2005, I studied on an Advanced Vocational Course with 7 trainees from the Denso Thailand Group and other countries. I learned both theory and practice involving several skills and techniques such as the Toyota Production System (TPS), Quality Control (QC), Pneumatics, Programmable Logic Controller, CNC Machining, Manual Machining Operation, and Robots. All textbooks and training materials were written in Japanese, and then we had to make an effort and learn by practicing. When I did not understand nor feel sure of some points, I would ask instructors to explain the contents again. I acquired a massive amount of knowledge and skills during my Advanced Vocational Training. I gained a deep understanding of the essence of Denso's basic technical skill concept. This point was very important for me after returning to Thailand because I had been assigned to establish a Technical Center and to give a lecture on some technical skill courses.

### **Establishment of DTAT**

This technical training center was named "Denso Training Academy (Thailand): DTAT," which had been constructed from September 2004 to May 2005. After returning to Thailand in March 2005 when DTAT's construction had been completed, at that time, there were 9 associates including me and we started the first training course, "Introduction for new employee training," on 18 June 2005 and other training courses followed after that. Not only setting up courses, but also all training materials were prepared by us to support all courses completely. We performed our duties and tasks to achieve the best training programs and were able to make a plan in time.



*Commemorative photo on the day of DTAT's opening*

At that moment, we had a good chance to work with many technical professors from Denso Japan. This experience provided us with the opportunity to develop our skills in the Japanese language and to be professional instructor. Therefore, it was a very useful working experience in my mind. We clarified our job responsibilities and usually continued working through our progress reports. I think “Ho-Ren-So” (Informing-Communicating-Consulting), which is a Japanese working style, is a good communication method for working together. We learned many things from our Japanese advisors to enable us to experience a good job.

### **DTAT Mission**

The Mission is to make the automobile and auto part industry in Thailand the Number 1 in the world. With focusing on professional human resources development, we believe our Denso associates are able to create new value with higher quality and competitively priced products. DTAT will play a major role in human resources development to support Thailand by contributing all our efforts and expertise to the development of the Thai Automotive Industry. DTAT's philosophy is “Monozukuri is Hitozukuri (manufacturing products is human resource development).” The conceptual curriculum training design consists of the following:

- Conducting well-balanced training based on 3 core concepts: Theory, Practice, Body & Min
- Focusing on systematic thinking. Starting from the basic level of knowledge, skills, norms and values, rules and regulations.
- Encouraging our associates by applying systematic thinking to work, and creating products with more values and creativity.

### **DTAT Training Programs**

So far, DTAT has developed 6 main training courses: “Instructor training”, “Management”, “Safety”, “Engineering”, “Technical skill” and “Language.” DTAT mainly emphasizes its “Technical Skill Course” because it focuses on basic knowledge and skills for production in Denso plants. I am in charge of the technical skill training course, and I am a Team Leader of the General Training Courses, which are about the role of working, quality and safety awareness, and basic skills for

problem analysis, too. I was also the pioneer technical skill instructor of DTAT. All 9 people in our team are young and energetic instructors who have been to Japan for technical training through AOTS programs. At present, there are 4 generations of instructors. We all have the same objective to teach and transfer technology and knowledge to all Thai associates. DTAT has trained about 3,500 people on its technical skill course.

I, as a senior instructor, give the guidelines and coach new instructors every year. We evaluate the teaching skills with each team and admire to receive some comments to be a better instructor. We try to improve the training materials and ourselves at the same time.



*Workshop in DTAT training*

#### **DTAT's other contributions**

DTAT also cooperates with each company in the Denso Thai group to develop special projects such as a skill proficiency test, a Team Leader promotion examination, and knowledge cultivation. From the end of the year 2007, we have developed training programs for the Denso group in the Asian region on such topics as troubleshooting, robots, and failure analysis. These courses are conducted in English. The regional ex-trainees came from Malaysia, India, and the Philippines. We expect to provide regional courses in all Asian countries.

For the Thailand Automotive Industry, we contribute via training, education and consultation to people in other companies with the objective to level up their knowledge and skills such as through TAHRDP (Thailand Automotive Human Resources Development Project) and Denso's suppliers and makers development.



*DTAT's building*

### **DTAT's future plan**

At this time, DTAT is unceasingly developing and improving its training programs for all employees. We hope to be a part of Human Resources Development of the Automotive Industry. Moreover, we aim to bring up technical instructors locally, by rotating them and work sites for gaining the essential experience in training. We are planning to select a candidate who has high skills in CNC lathing and send him/her to the World Skill International Competition in Canada in 2009. Above and beyond, we will link job design and analysis to match with the training curriculum for supporting associates' job functions and abilities. About the test of skill certification, we are planning to create an ability standard for all associates and evaluate their skills in order to promote their career path.

So far, AOTS has provided me with valuable knowledge, technology transfer, education and training and Japanese working style in order to develop the human resources of Thai Denso associates and finally I could become a good technical instructor.

AOTS training in Japan was an essential part in my success. From my training experience in Japan, I believe it was the best chance in my life. Finally, I hope that I will attend AOTS training in Japan again in the future. I would like to take the opportunity of AOTS's 50<sup>th</sup> Anniversary to share my story as an inspiration for other people to pay it forward and help others in development and improvement.

Expressing my appreciation,  
Songtham Hattha