

Winning Grand Prix at National Quality Management Award  
**The Quality Legend of Toray Saehan**



Toray Saehan Inc. CEO  
Lee Young-Kwan

Doray-Saehan, a 70:30 Japanese-Korean joint venture specialized in the chemical materials field, won the coveted Grand Prix at the 30th National Quality Management Awards. Its achievement marked the first time that a foreign-invested company had won this honor since the inception of the award in 1994. The prize had been monopolized in the past by large Korean companies like Samsung Electronics, Kia Motors, Hyundai Heavy Industries, etc.

The fact that Doray-Saehan's foreign roots were not mentioned at the awards ceremony or in the media covering the event means that the perception of foreign-invested companies in Korea is changing, with all companies operating here

being treated on an equal basis. Toray Saehan implemented comprehensive quality management, beginning with a zero-defect campaign, and reduced quality defects significantly by utilizing quality team and suggestion improvement activities. With the introduction of value engineering techniques, the company also enhanced product functions and reduced costs as well.

Furthermore, Toray Saehan raised productivity with the introduction of integrated production innovation activity, upgraded facility productivity and quality with comprehensive facility management and quality/function development techniques, and adopted and operated a new company-wide management implementation program, CT (Cycle Time), SC (Suggestion Circle) and GL (Green Leader) systems and a Customer Voice Center to improve the satisfaction level of both customers and employees.

Toray Saehan's aggressive quality management activities realized a 69% reduction in quality defects, 9% increase in labor productivity, 44% decrease in process errors, 113% growth in sales, 850% rise in intellectual properties, more than 10 billion won in annual cost saving, etc., compared with 2000, which marked its first anniversary. Consequently, the company achieved significant business performance - growth in sales, business profit and current profit as much as 25%, 33% and 831%, respectively, in 2003.



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