

Head of Poongsan's Onsan Plant

Find & Solve Problems in the Field



Poongsan Corporation
Executive Vice President
Choi Han-Myung

Vice President Choi Han-Myung, head of Poongsan Corporation's Onsan Plant, is a manager who respects the field thoroughly. VP Choi always stresses to his employees, "Spend half of your working time in the field!" In other words, he implies that problems must be found and solved in the field and that new ideas should be induced from the field as well.

VP Choi himself never neglects inspecting field sites and contacting field workers. Once a week, he meets with his employees in the field after organizing a group of 10 to 20 and listens to the 'Voice of the Field.' He also has meals together with his employees frequently to the extent that there is almost no one who has not dined with him.

It was in March 1998 with the nation under the IMF system when VP Choi took office at the Onsan Plant. At that time, not just Poongsan but the whole nation faced a very difficult situation that many called 'the worst crisis since the Korean War.' However, VP Choi always emphasized to his employees that 'a crisis is just a good opportunity.'

The word he particularly stressed to his employees was 'Future.' He asked them: "The future must be better than now. Has your life become better than when you joined the company? What kind of situation are you hoping for when you retire? How does the future you are thinking of look?"

Of course, the TPM campaign was in place in the early 1990s. But systematic TPM started only after VP Choi assumed management of the plant. The plant atmosphere, which was unable to escape stagnation in the past, also changed significantly, and the employees began to have 'Can Do' self-confidence.

As a result, last year, the plant realized the best business performance since the founding of the corporation. The plant's receipt of a Production Innovation Prize in the 2004 National Quality Management Convention attended by VP Choi himself was one of the noteworthy achievements. This prize was further evidence that Poongsan's management innovation is widely recognized internally and externally, following its receipt of '6-Sigma Innovation Prize,' 'Excellent Enterprise Prize at Korea-Japan TPM Rally,' 'ISSMA (International Standard System Management Award),' etc.

"Innovation activities should be based on the field. Even if certain foreign management innovation theories are good, they may not be suitable for everyone. We should create innovation activity models that fit respective departments, not a uniform innovation system," says VP Choi. The basic motive for his establishment of Poongsan's unique management innovation model, 'PPS Team,' also came from his idea to create the company's independent innovation model. He also encourages his employees to have 'self-pride' as workers engaged in the manufacturing business.

VP Choi, who once dreamt of becoming a lawyer, has been working as an engineer and concurrently an entrepreneur since majoring in metal engineering. A field-oriented manager, he also appears to be a progressive pragmatist. The reason to pay attention to Poongsan Corporation and its Onsan Plant is because it will be worthwhile watching whether this company will be able to become a 'World-Class Enterprise in the Copper Field' in the future based on its unique management



Poongsan Corporation (Onsan Plant)

- **CEO:** Executive Vice President, Choi Han-Myung
- **Address:** 611, Daejung-ri, Onsan-eup, Ulju-gun, Ulsan, Korea
- **Tel:** (82-52)231-9114
- **Fax:** (82-52)231-9400
- **http://www.poongsan.co.kr**