



**PAKISTAN'S 12<sup>TH</sup>  
INTERNATIONAL CONVENTION ON QUALITY IMPROVEMENT  
& 2<sup>ND</sup> ANQ REGIONAL CONFERENCE  
MAY 2-3, LAHORE**

Organized by  
PIQC INSTITUTE OF QUALITY  
Jointly with  
Quality & Productivity Society of Pakistan  
and Asian Network for Quality



Imranulla Shariff, PIQC



S. Munawar Shah, QPSP



Janak Mehta, ANQ



Furqan Khan, NetSol



Imran Ran, Treet Corp.



Ijaz Yusuf, Dr. Ali Fayadh (Oman), Omar Khadra (UAE)



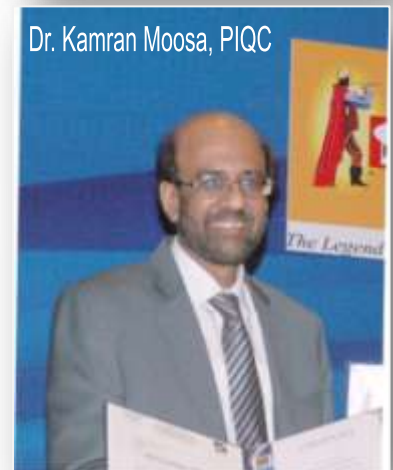
Gregory Watson, IAQ



Nadir Shah, Rizvana Ikram, Dr. S. M. Awais



Dr. Mairajuddin Shah, Aga Khan



Dr. Kamran Moosa, PIQC



Dr. Bushra Kazmi



Thilak Pushpakumara, Sri Lanka



Dr. Nadeem, GIZ Health Sector

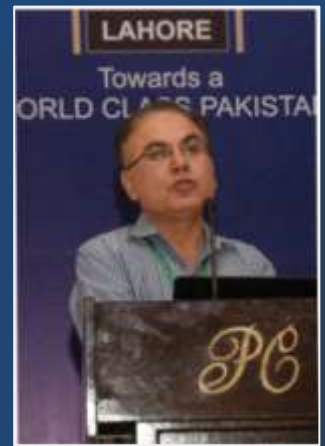


Prof. Dr. S. M. Awais, KEMU





Ilyas Suri, Indus Motors



Turab Ali Khan, PTC



Nadeem Mustafa, Aga Khan Hospital



Dr. Ali Sajid, UET



Panel Discussion: Dr. Masood Durrani (GIZ), Dr. Faisal Sultan (SKMH), Dr. Mairaj (AKUH)



Imtiaz Rastgar, Rastgar Engg.



Naeem Shehzad, PIQC



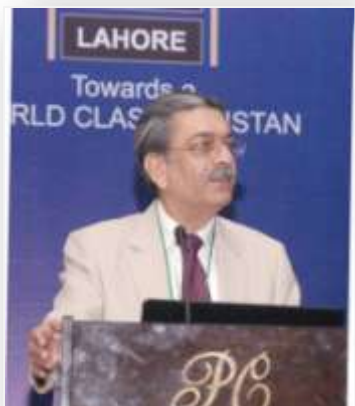
Hussain Qadri, SKMH



Khurram Nawaz, UAE



Nadir Ali, PIQC



Sohail P. Ahmad, Thal Engg.





## **Towards a World Class Pakistan**

*The story of a national convention in Lahore  
and a struggle for Quality Improvement in the country*

ICQI'2011, Pakistan's 12<sup>th</sup> International Convention on Quality Improvement and 2<sup>nd</sup> Asian Network for Quality Regional Conference was organized jointly by PIQC Institute of Quality, Quality and Productivity Society of Pakistan (QPSP) and Asian Network for Quality (ANQ) to deal with the issues related to poor quality of products and services; as well as develop strategies for building a World Class Pakistan. Around 250 professionals from the field of 'Quality' gathered in Lahore on May 2-3, at hotel Pear Continental with an objective to drive the national synergy and strategy for enhancing and upgrading national Standards and upgrading Quality in the country with the theme of 'building together a World Class Pakistan'. Around 40 local and foreign top class speakers, experts, intellectuals and professionals presented their papers, research work and many leading companies shared their Best Practices; whereas around 250 Quality Managers, Quality Professionals Academicians and Healthcare providers attended this convention from diverse industrial, service, academic and government sectors.

The theme of the convention was 'Quality, Competitiveness and Performance in the current difficult socioeconomic situation'. It was displayed in the convention that Quality, Competitiveness and Performance were all related and important areas even in difficult economic situation. When the economic crises emerged in our country a few years ago, we saw that a large number of companies closed or reduced their activities related to Quality Management or even Human Resource Management. Many are even presently doing the same. They probably think that they will save their companies by reducing their overheads. Quality was considered by them as their overhead. Instead of coming out of crisis, they went deep into it. The participants heard the strategies and practices of some good companies in this convention because they have strong processes and systems to fulfill customers' requirements. Their sustainability and better dealing with the crises is because of their long term commitment, ownership and pursuance of strongly developed internal Quality Management and Performance Excellence programs; as important as any other program of their systems or organizations. Many leading companies shared in these two days how they created and managed sustainable Quality. There were also many strategy related papers in which the theory of system, Quality Culture, Human Resource Management, Breakthrough Management, Quality Tools and Leadership for



Quality were critically explored and analyzed. Sector wise applications, as well as their models, strategies and challenges were also discussed and analyzed in the manufacturing, services, educational and healthcare sectors. Collectively they provided multidimensional learning opportunity for the delegates.



The convention was a 'wake-up call' for the government as well as academia and professionals without any if's and but's. The present challenges and risks are also opportunities and hopes for many. The Quality professionals agreed not to sit idle and wait for more crises. They agreed to face the challenges with a positive, mature and professional manner within their own organizations and deal the crises with more creative and systematic manner. It was agreed that more commitment is required for better Quality than of today with more stringent standards in our products and processes; as well as more consistency and sustainability to our improvement initiatives. It takes no time to lose credibility of a country or a company but takes years to build it. The delegates also agreed that they cannot rely on ad hoc measure to fix Quality; they need to take systematic and professional Quality tools, frameworks and strategies which were discussed and shared by many local and foreign experts. The delegates were optimistic that time is not far away when they will see a truly 'World Class Pakistan' and will begin to collaborating and competing with all the neighboring and regional countries on the basis of Quality, Ethics and Mutual Harmony.

The Conference Chairman, Dr. Kamran Moosa and CEO of PIQC Institute of Quality, in the inaugural session provided the state of Quality in Pakistan. He pointed out that around 500 billion rupees were being lost annually in the country by organizations due to poor quality of manufacturing and service delivery operations like rate of defectives and rejections, line losses, rework and errors in operations. This also included the gross national wastage in academia in the form of 'tuition'. In academia where estimated 10 million students of schools go to tuition centers' annually and repeat again what was taught to them in the morning, a national gross waste and rework just because the quality of teaching in the first go was not effective. He also stressed for the need to establish a 'National Quality Council' at the state level on an emergency basis in line with Malaysian and Iranian governments in order to systematically deal with the issues of Quality and Standards in all the government ministries and organizations, schools, universities and as well as in the corporate sectors through chambers and manufacturing associations. Quality of products and services has become one of the prime factors in our national agenda for the revival and development of Pakistan as a regional tiger and a place where its own citizens starts enjoying the Quality of Life. At the moment, citizens at large are receiving poor quality of products and services; whereas no organized accountability system exists in their organizations for Quality. He said that if Pakistan ignores it any further, it will not only be out of the regional and international markets, but also from the local markets. Mr. Munawar Shah, Chairman of Quality and Productivity Society of Pakistan, the Association of Quality professionals of Pakistan, highlighted the need for the development of Quality Managers in the country and pointed out the recent initiatives taken by the QPSP in promoting Quality through efforts like Quality Managers



Certifications, exams, conferences, Quality Forums, Healthcare and Educational Quality Chapters, celebration of World Quality Day annually and providing Quality Awards for Outstanding Quality professionals in the country. Col (R) Nisar Alvi was the Incharge of the Organizing Committee who gave a welcome speech. Khawaja Muhammad Yousaf, the CEO of National Productivity Organization (NPO) announced the launching of Prime Minister Quality Award from 2011 in which professional assessments will be carried out based on Total Quality Management Criteria in line with international state sponsored criteria for Performance Excellence. Mr. Imranulla Shariff, Executive Director of PIQC Institute of Quality pointed out the need to develop curricula on 'Quality' in every academic program of higher education as well as in Polytechnic Colleges and common Schools at large. He also pointed out that nearly 40,000 professionals have been trained in the country by PIQC during the last 20 years in the country. The institute has provided specialized Quality Assurance Academic post graduate degree programs also in collaboration with a local university.

Gregory Watson, President of International Academy for Quality, world's most prestigious organization, which is leading the global Quality professionals' community stressed the need for the effective development of Quality Assurance and Management programs in the organizations and the role of their top management, especially in the difficult socio-economic conditions. He shared the global experience on Quality and how it is being handled in different countries. He provided a framework for linking Quality with the organizational strategy.

A number of top management from a number of World Class organizations shared their Quality Management programs, Strategies and best practices with the participants. This included Ilyas Suri of Indus Motors Ltd, Nadeem Mustafa Khan of Aga Khan University Hospital, Sohail Ahmed of Thal Engineering, Prof. Dr. S. M. Awais of King Edward University, and Dr. Ali Sajid of University of Engineering & Technology. A number of Quality Managers, Academicians and Experts who contributed their research and best practices are listed in the next pages.



## Speakers and Papers

The following speakers participated in the convention:

SPEAKERS NAME	TOPICS OF PAPERS
Gregory H. Watson, President, International Academy for Quality (IAQ), Finland	Managing For Quality During Challenging Times
Dr. Kamran Moosa , CEO, PIQC Institute of Quality , Lahore, Pakistan	TQM Implementation and its Dynamics
M. Ilyas Suri, Advisor and Board Member, Indus Motor Company Ltd, Karachi, Pakistan	20 Years Of TQM Practices At Indus Motor Company Limited
Nadeem Mustafa Khan , Regional CEO, e Asia, Aga Khan University Hospitals, Karachi	Leadership For Quality: Does It Make A Difference?
Sohail P. Ahmed, Vice Chairman-House of Habib, Karachi, Pakistan	Developing A Culture For Quality A Case Study Of Thal, Engineering
Turab Ali Khan, Product Assurance Manager, Pakistan Tobacco Company Limited, Islamabad	The Case of Pakistan Tobacco Company over a decade
Janak Mehta , Chairperson, Asian Network for Quality (ANQ), Delhi, India	Managing Quality in the Current Socio Economic Scene in S. Asia
Imtiaz Ali Rastgar, CEO, Rastgar Engineering Co Pvt Ltd , Islamabad, Pakistan	Cultural Aspects of Quality in Manufacturing Industry
Khurram Nawaz, Head of Business Excellence,National Bonds Corporation, Dubai-UAE	Quality Management, Quality of Management and Quality Culture
Prof. Dr Syed Muhammad Awais , King Edward Medical University	Quality of Life (QoL)
Maj Gen M Ovais Mustafa, Director General, MVRDE, Pakistan Army, Rawalpindi, Pakistan	Quality Management in SMEs
Dr. Nawar Khan/ Dr. Mushtaq Khan, National University of Sciences and Technology, Islamabad	Productivity Improvement Through Total Quality Management
M. Asif Siddiqui & Khurram Nawaz, Dnata Airport Operations, UAE	Business Excellence - A Case Study of Dnata, Dubai Airport
Ishtiaque Hussain Kiani, General Manager, Silver Lake Foods Industries , Hattar, Pakistan	Corporate Turnaround at Silver Lake Foods
Muhammad Naeem Shahzad, Consultant, PIQC Institute of Quality , Lahore, Pakistan	Success and Failures of ISO 9000 Implementation: Myths & Realities
Nadir Ali Shah , Senior Consultant PIQC Institute of Quality, Karachi, Pakistan	The Wholesome Quality- Transfer of Technology
Muhammad Arshad, Quality Assurance Manager, Nestle Pakistan Limited, Kabirwala, Pakistan	Suppliers Readiness for Future Challenges
Thilak Pushpakumara, Lean Management Consultant, Institute of Lean Management, Sri Lanka	Managing Quality by Managing Equipment
Ijaz Yusuf (UMT)/Amjad Naeem (ExpressPack)	A Journey of HACCP Certification: The Case of Expresspac
Rizvana Ikram, Director Human Resources, Pearl Continental Hotel Lahore - Pakistan	The History of HR Strategies and Practices in Hashoo Group
Imran Ahmad Rana, Corporate QMS Head, Treet Corporation Ltd, Lahore, Pakistan	Daily Management to Breakthrough Management
Muhammad Furqan Khan, Vice President , NetSol Technologies Limited , Lahore, Pakistan	Journey to Process Excellence – Case of NetSol Technologies
Dr M Shahid Khalil, Chairman, Mechanical Engineering Department, UET Taxila	Productivity in a Manufacturing with Six Sigma: a Case Study
Abdus Sattar Niazi, Manager HR & IR, Coca Cola Beverages Pakistan Limited , Islamabad, Pakistan	Recruitment and Selection Process and Its Current Challenges
Omar Bashir Khadra, Director, Abu Dhabi International Centre for Organizational Excellence, UAE	Learning from Best Practices to Build a World-Class Education
Prof. Dr Syed Muhammad Awais, Kind Edward Medical University, Lahore	Structuring of Academic Quality Programs in Higher Education
Dr. Ali H. Fayadh, Program Director ELS-Oman , Muscat, Oman	Protectionism vs. Transparency in Omani Higher Education
Dr. Khalid Mahmood, Technical Advisor, Canada-Pakistan Basic Education Project (CIDA) Lahore	Standardization of Textbook Evaluation Criteria
Mansoor Tufeyl, National Coordinator & Anzee Altaf, Aga Khan Education Service	Providing quality early childhood development in Pakistan
Dr Muhammad Iqbal / M. Zafar Iqbal, University of Education, Lahore	Educational leadership for managing quality: problems and issues
Dr. Syed Mairajuddin Shah, Medical Director, Aga Khan University Hospital, Karachi	Quality Journey of Aga Khan University Hospital Karachi
Dr Bushra Kazmi, Director, Dept of Patient Safety and TQM, Armed Forces Hospital, S.Arabia	Cost effectiveness associated with length of stay of surgical patients!
Hussain A. Qadri/Dr. A Yusuf/Dr. F Sultan, Shaukat Khanum Cancer Hospital, Lahore	Improving Quality of Care by Measuring Performance
Dr. Nadeem Ahmad, Project Director, IQHCS, Dept of Health	Institutionalizing Quality in Health Care of Khyber Pakhtunkhwa: A
Dr Shahid Yunis, Coordinator Health Sector Reforms Unit, Health Dept , KPK	Process of Sustaining Change
Dr. Saira Siddique, Technical Advisor ( Health Programs)	Patient Satisfaction with Primary and Secondary Care in Kyber
Dr Imran Masood Durrani, Senior Technical Advisor ( Health Programs),	Pakhtunkhwa: Good Rating of Bad Services?
Dr. JP Steinmann, Principal Advisor German International Cooperation ( GIZ), Islamabad,	
Rasik Pradhan, Chitwan Chamber of Commerce & Industry, Chitwan, Nepal	Quality Culture and Organization Behavior through QMS in Nepalese Business Member Organizations

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