

# Quality and Productivity (*Into the future*)

*by Sunil G Wijesinha*

## Quality and Productivity Management

*Into the Future*

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SWOT  
ANALYSIS

## Strengths

1. Large base of indigenized industries
2. Strong entrepreneur spirit
3. Width of technologies
4. Width of human resources
5. Low cost of human resources
6. Industrial clusters
7. Good industrial performance by many industries
8. Survivability due to defence technologies
9. Professional culture
10. Cultural values and open environment

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SWOT  
ANALYSIS

## Weaknesses

1. Weak enforcement of standards
2. Weak ISOs certifications
3. Quality – only management driven programs
4. Supervisors/workers “out” from quality programs
5. Productivity – not addressed professionally
6. Little R&D and Innovations
7. Lack of depth in HRM
8. Error in Metrology Systems (Internal/External)
9. Stuck at ISO 9000 level
10. Low level of average Technology
11. Low volumes of Production
12. Quality & Productivity Vision

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## Opportunities

1. Further develop our strengths
2. WTO Compliance
3. Enhance Export markets
4. Enhance Credibility/business in Local Markets
5. Improve *Technologies*
6. Improve *Management Systems*
7. Conformity to International buyers
8. Conformity to national standards
9. R&D and new products
10. Corporate Culture and social environment
11. Mergers and collaborations

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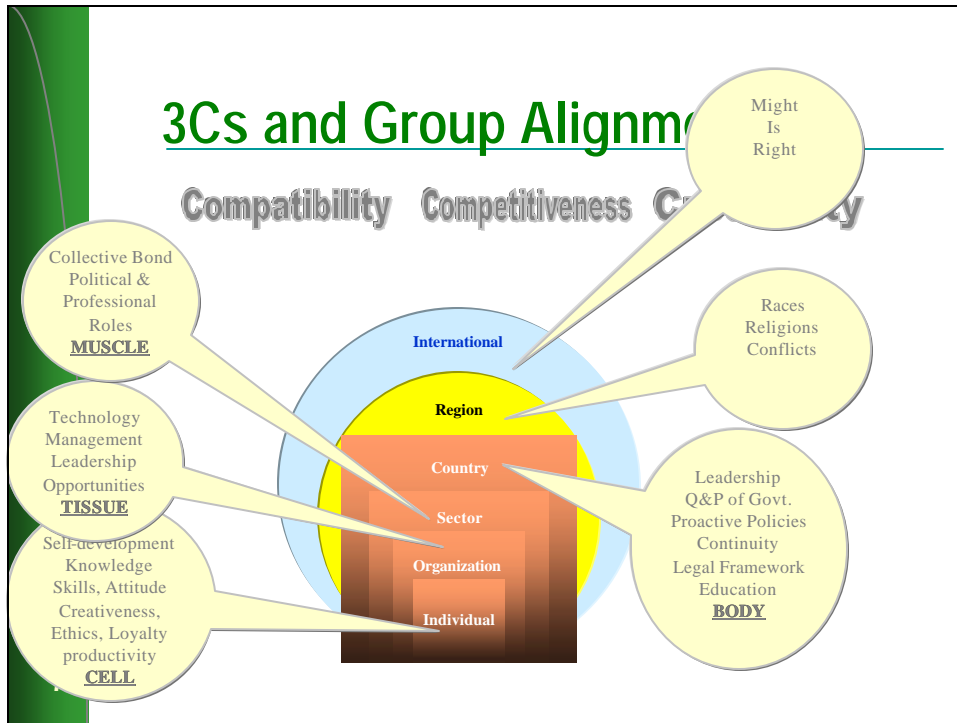


## Threats

1. **Severe competition in local markets. Many may close down in the next decade**
2. **Severe competition in export markets. May close down in the next decade**
3. **Technology is gradually outdated**
4. **Loss of polytechnic graduates**
5. **Brain drain**
6. **Lowering of living standards**

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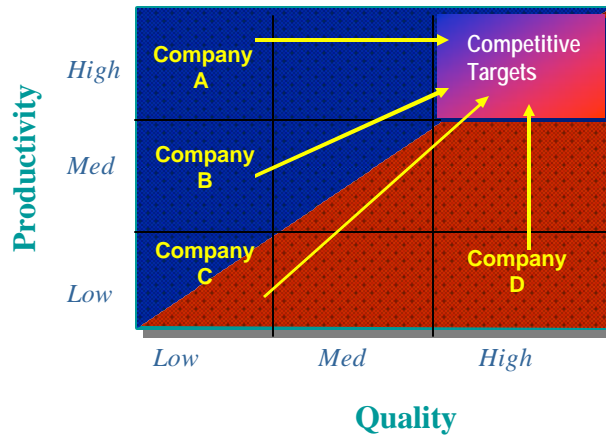
## ILO Report on Productivity Growth

- Growth in productivity per person employed in the world as a whole accelerated, from 1.5 per cent during the first half of the 1990s, to 1.9 per cent in the second half. Most of this growth was concentrated in industrialized economies (the US and some EU countries), plus some in Asia (China, India, Pakistan and Thailand). In Africa and Latin American economies, available data showed declines in total economy productivity growth since 1980

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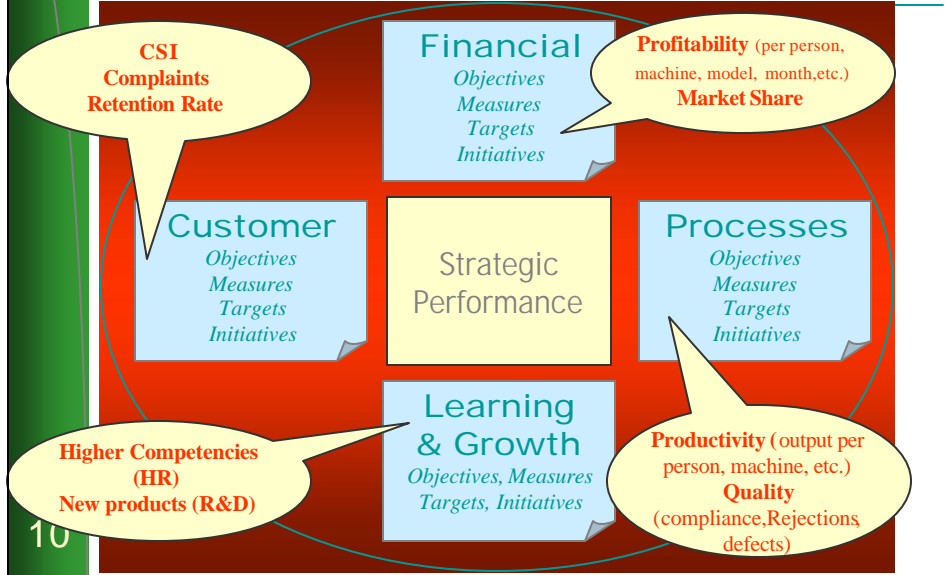
## Two Dimensions of Competitiveness



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## Materializing Performance

*Establish KPIs - Balanced Scorecard*

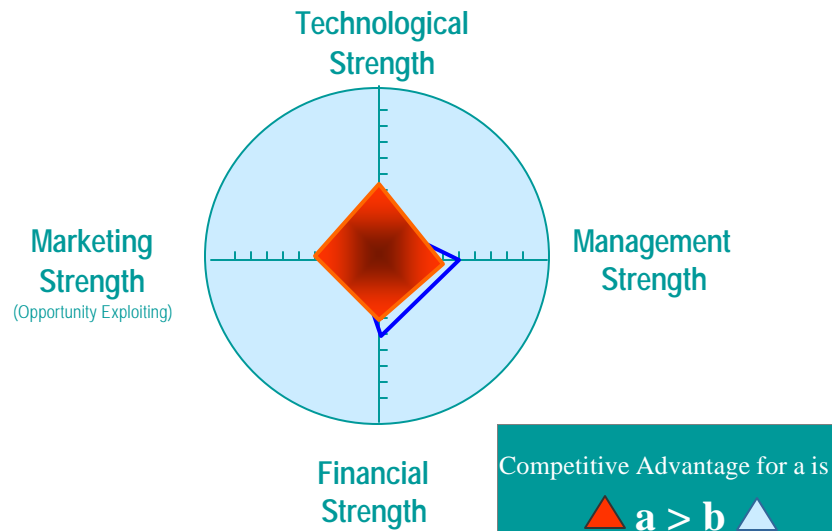


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## Four Variables of Competition



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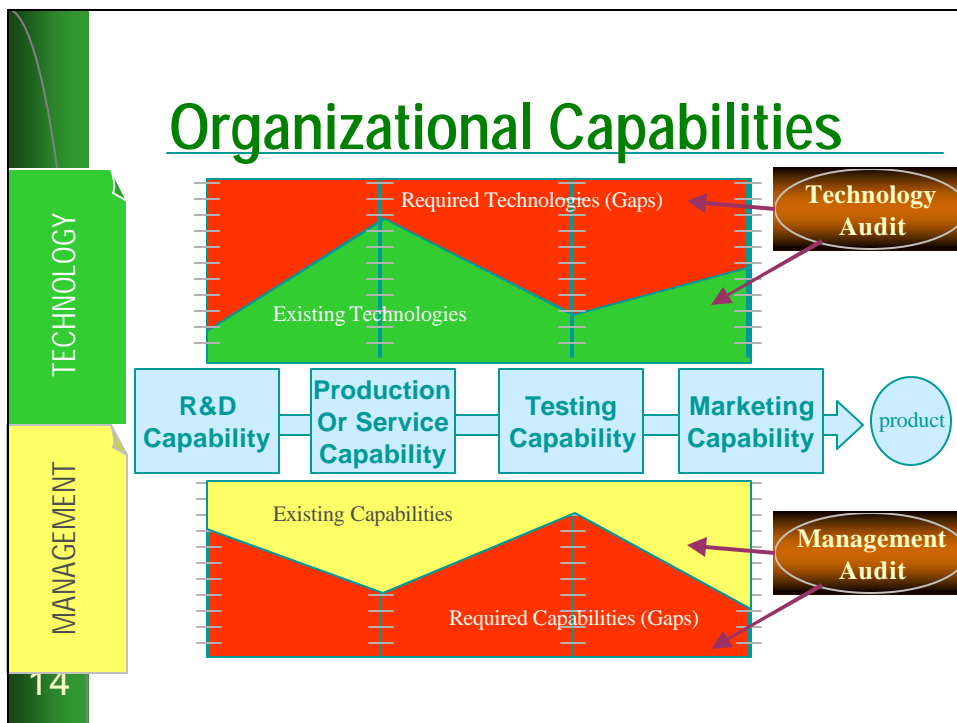
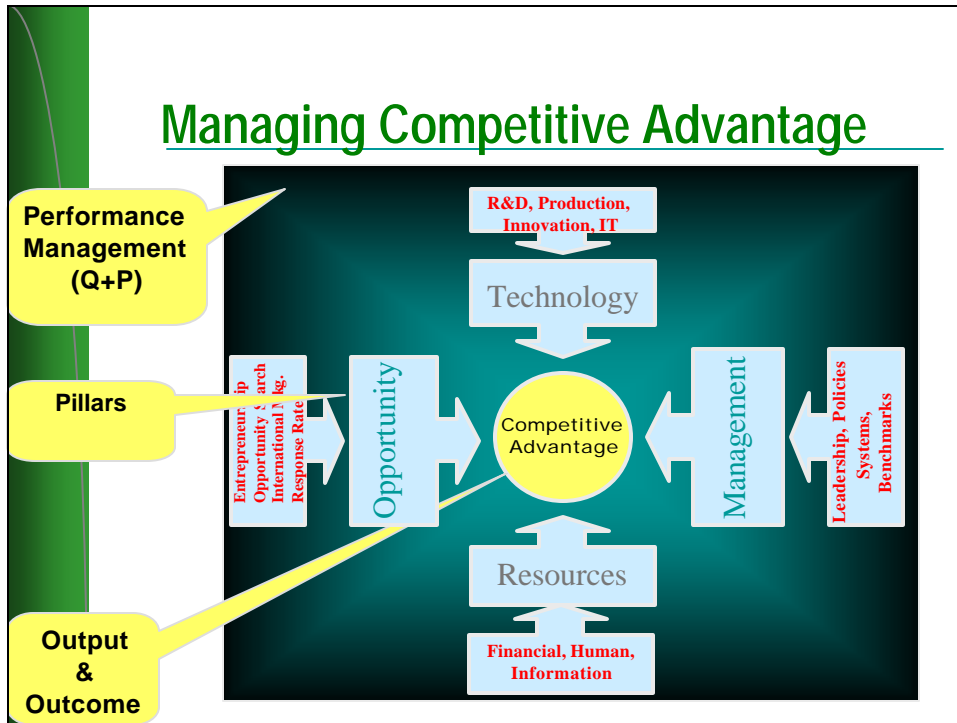
## Comparative vs Competitive



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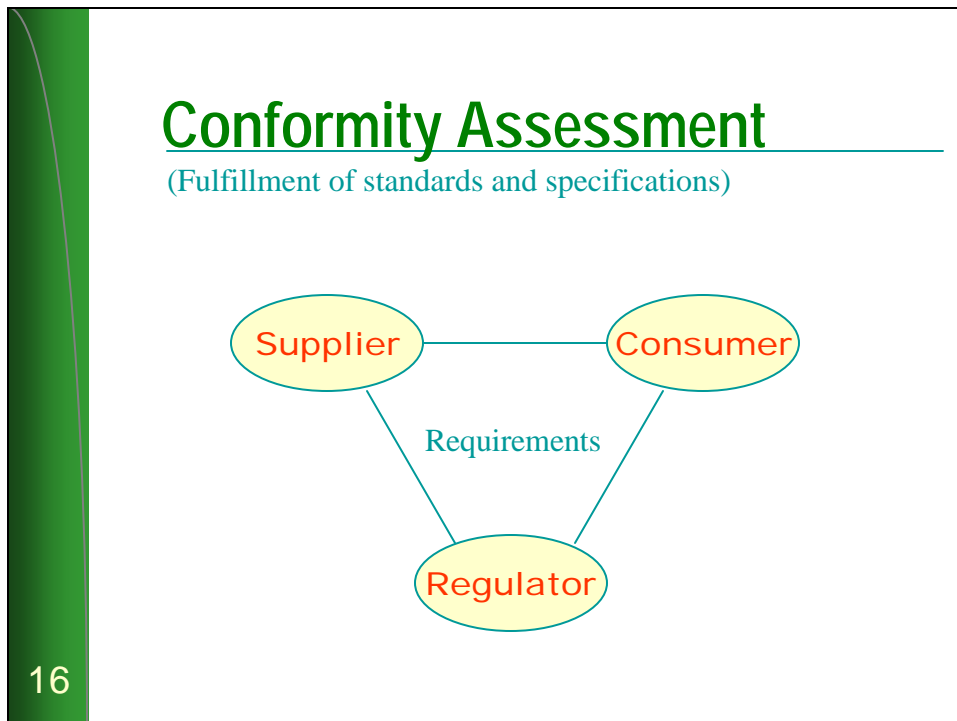
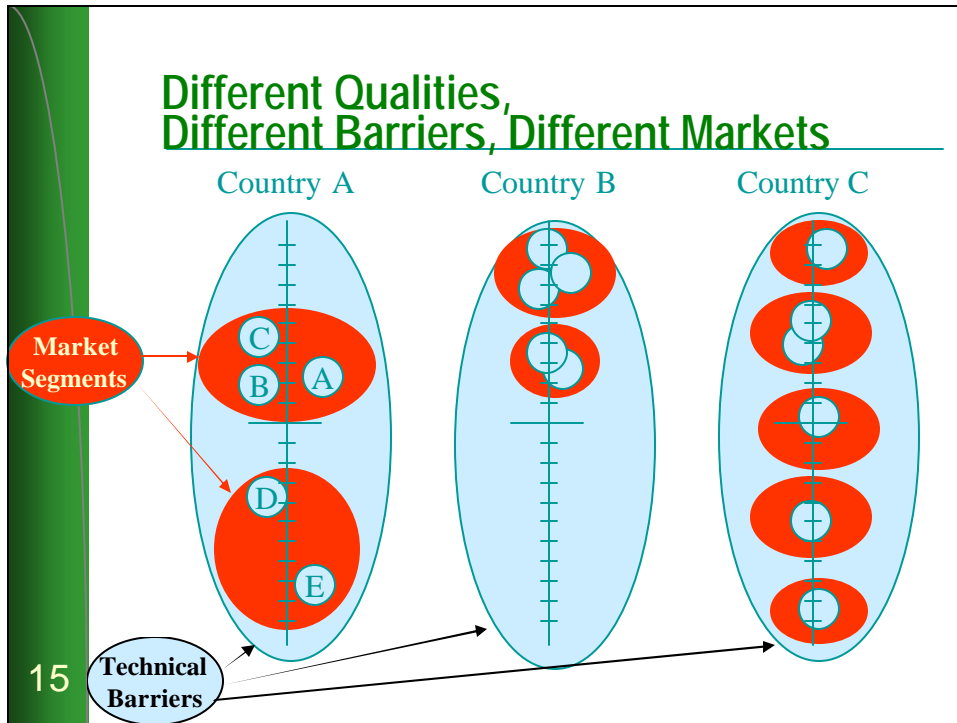
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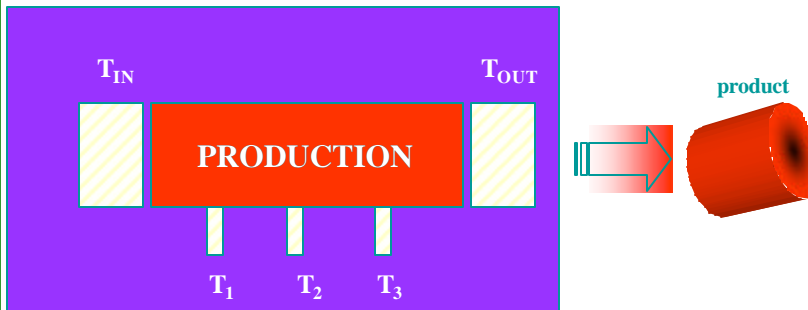




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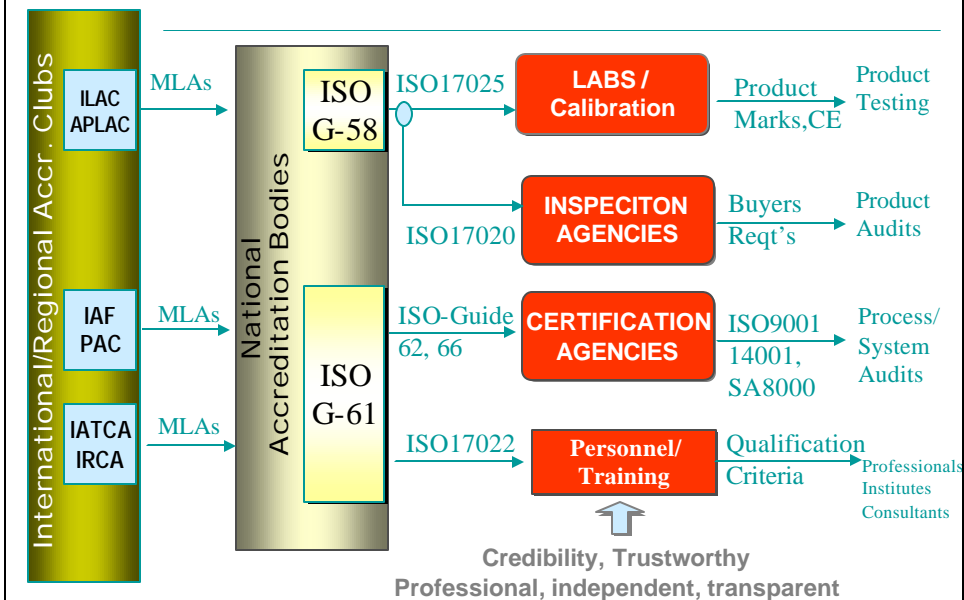
## Laboratories / testing departments



- Like variation in production, there is variation in testing
- Variation in testing, called *Measuring Error* is an un-noticed big issue in Pakistan
- Lab Management System, like ISO 17025 are required
- Effective and Credible Accreditation is required

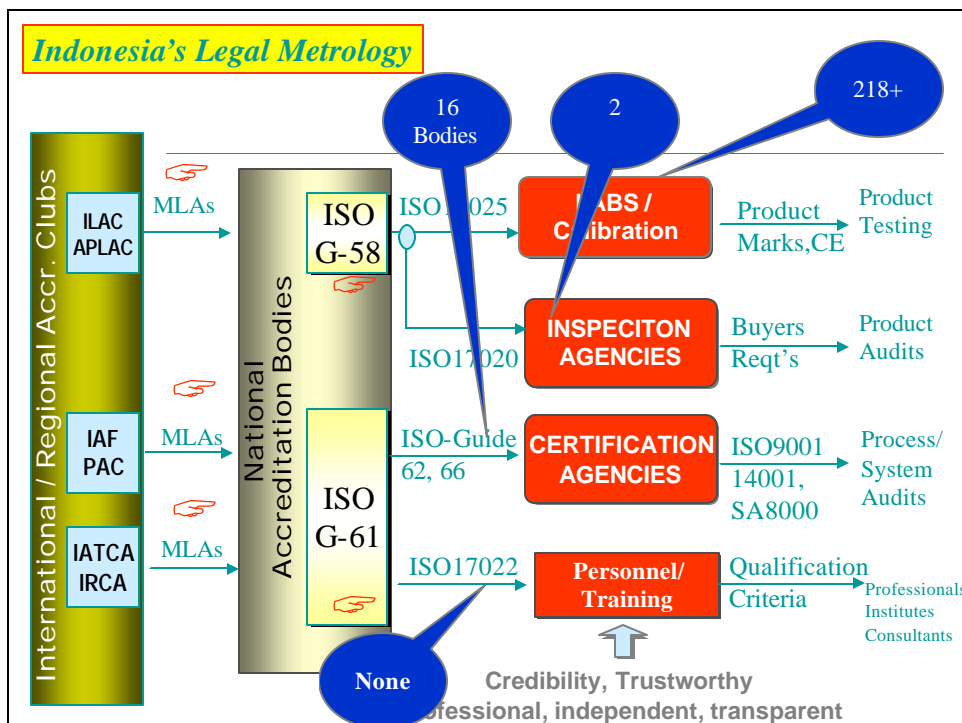
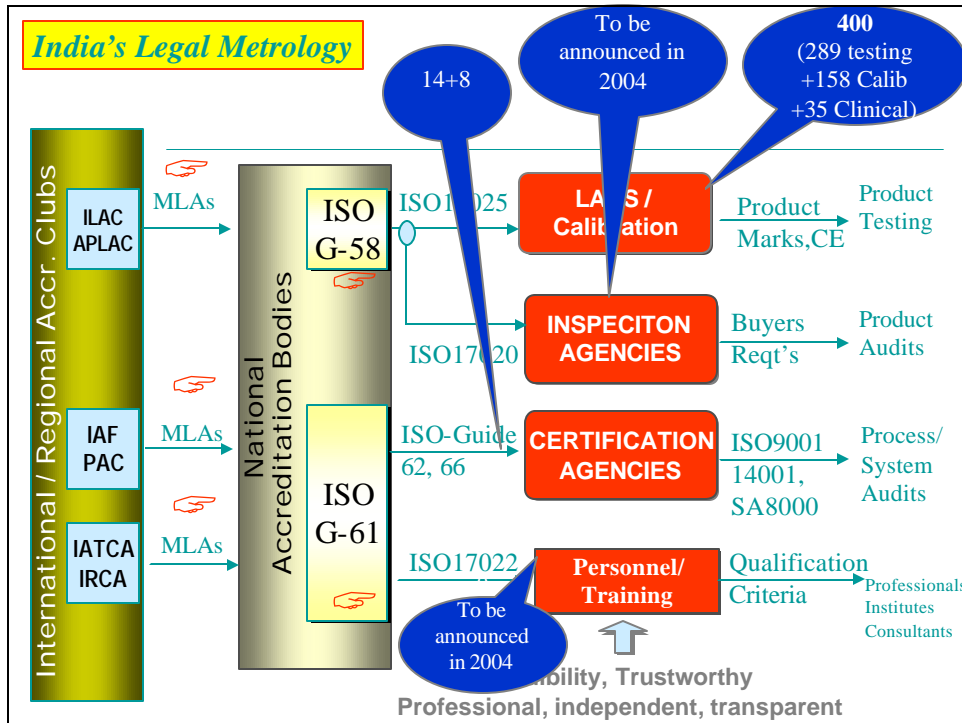
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## Conformity Assessment – Chain of Trust



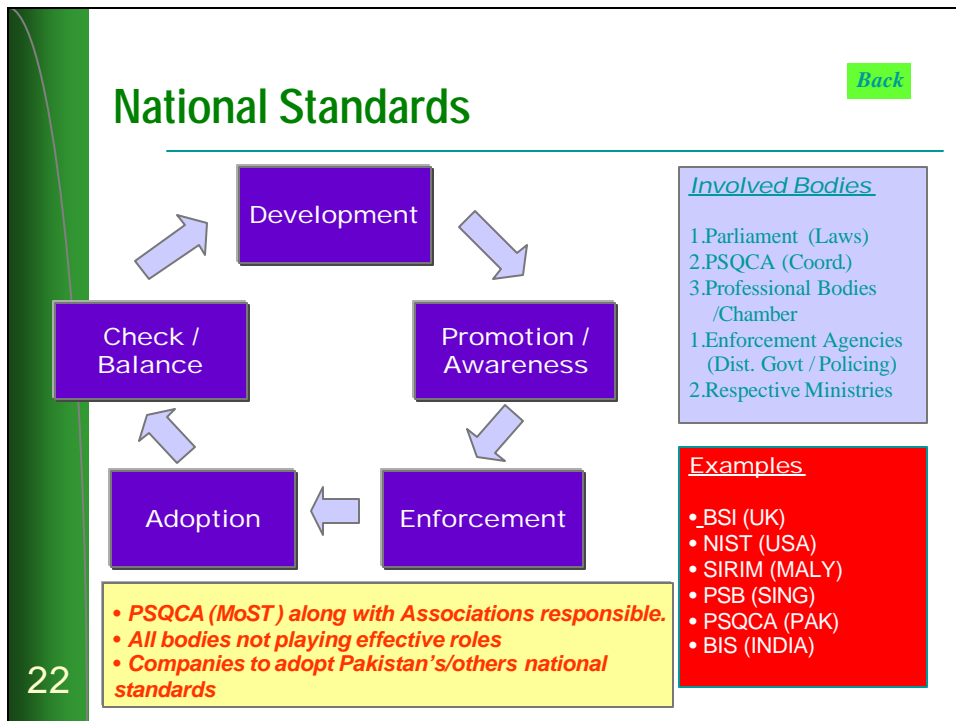
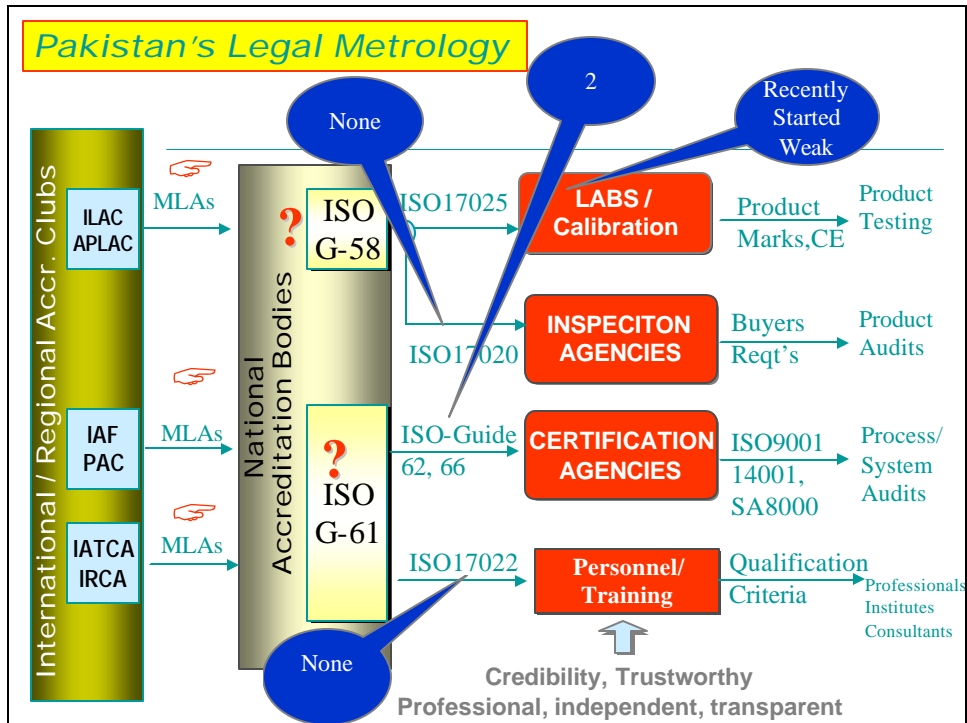
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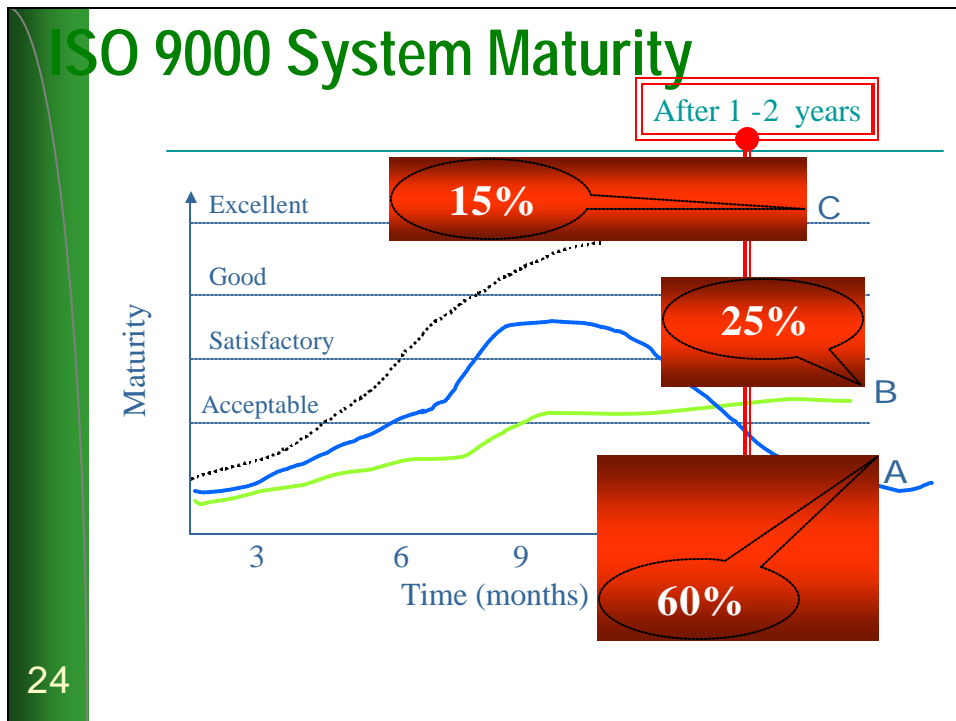
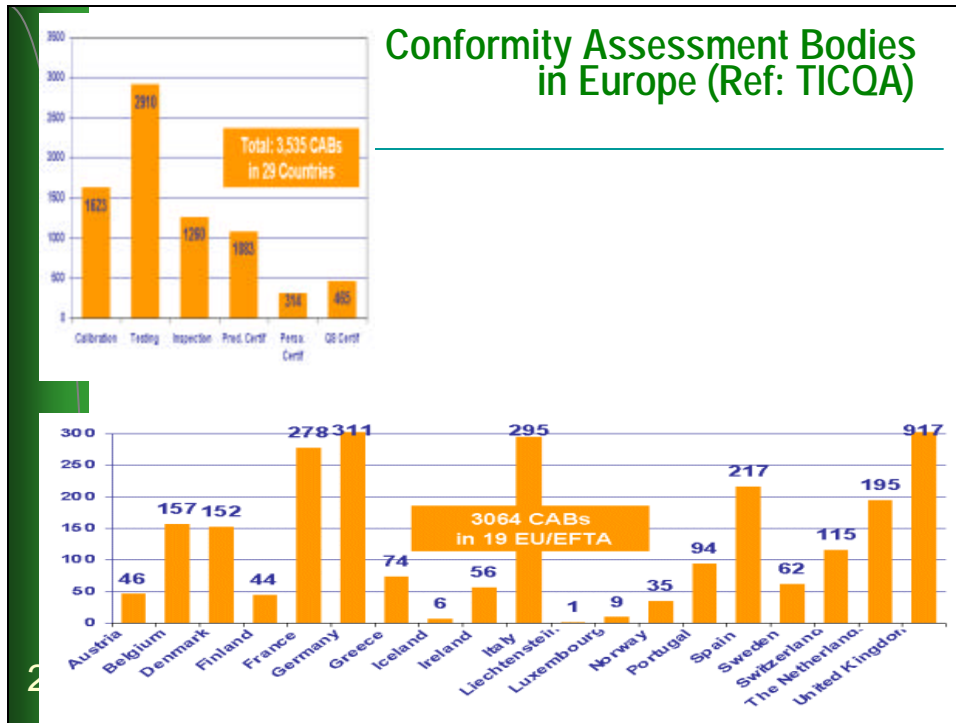
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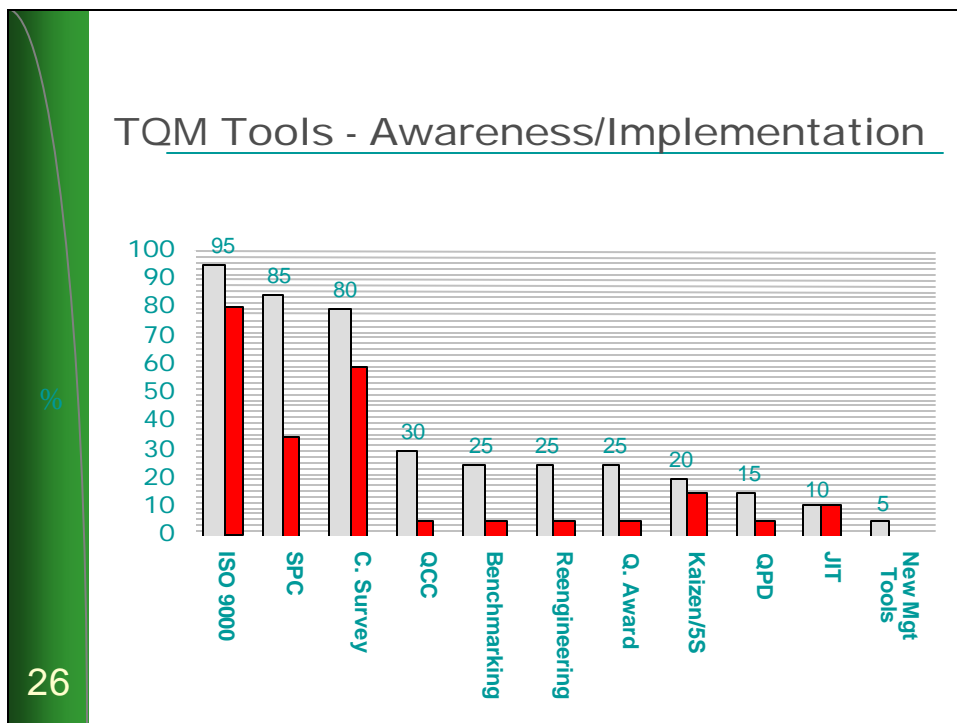
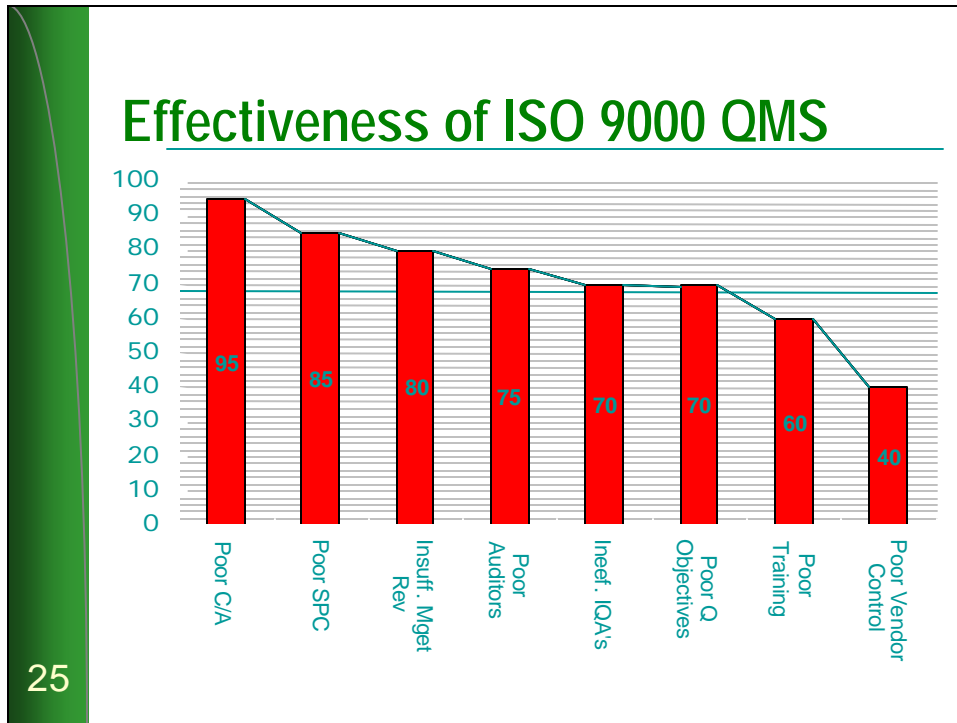
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## CHANGING PARADIGMS

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CHANGING  
PARADIGMS

### 1. Changing Scope of Quality Manager

1. Change from Conformance to Performance. From just “Quality/ISO 9000 Manager” to “Performance Improvement Manager”. Adding the roles of *productivity* and *competitiveness*. Establish Performance measures and control in each department
2. Revitalize ISO 9000
3. Acquisition of knowledge on International markets and their requirements of products, European Directives and conformity assessment.
4. Build strong partnerships with Finance (Cost of Quality) and HR Managers (Motivation/Change Mgt.)

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CHANGING  
PARADIGMS

## 2. Conformity Assessment

1. Create a culture of Standards for products, processes and systems. Make it a strategic issue.
2. Strengthen your measuring systems; measuring errors, creating transparency and credibility (may use ISO 17025 model).
3. Strengthen your conformity assessment credibility.
4. Create awareness to conformity assessment. Health, Safety, Environment, and Social Accountability are also becoming critical to international businesses.

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CHANGING  
PARADIGMS

## 3. Management and Structures

1. Decentralize Performance Measures, control and improvement.
2. Create an MIS for Performance Measures
3. Create Departmental Coordinators for Performance Management in each department
4. Top Management to allocate time, effort and money for performance improvement.
5. Involve as many people as you can in problem solving (do not make it the responsibility of selected few).
6. Use tools like Balanced Scorecard, Time and Motion Study, Kaizen, etc.

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## Example of a Management Structure



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CHANGING  
PARADIGMS

## 4. Legal Metrology and Conformity Assessment

1. Legal Metrology System and Chain is not functioning for the last many decades. Need total re-engineering, with new laws and acts.
2. Performance of government organizations must be measured and controlled with legal structures.
3. Standardization culture is not appropriate to post WTO scenario and must be further strengthened
4. Professional bodies are not playing their effective role in producing, promoting and encouraging standards.
5. Government organizations have failed to establish effective linkages/Mutual Recognition Agreements with international counterparts, resulting in a crisis. This must be solved on emergency basis.
6. Better and professional manpower must lead the legal metrological systems, including accreditation, standardization,,etc.

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## Conclusion

- Higher competitions are ahead of us. We need to adopt better strategies and faster actions to deal with new challenges.
- The new era is of productivity and conformity assessment. Productivity needs serious considerations coupled with better quality of life.
- Technology and R&D must be given due considerations to improve productivity as well as quality.
- Legal Metrology must be re-engineered in Pakistan.

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*The End*

*Quality  
Begins and Ends  
with actions  
Not with words*

**Thank You**



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