



**18TH ASIA PACIFIC
QUALITY CONFERENCE &
5TH NATIONAL
CONVENTION ON QUALITY**

14-17 OCTOBER 2012, COLOMBO - SRI LANKA

CONFERENCE BOOK



**SUSTAINABLE ECONOMIC
DEVELOPMENT &
BUSINESS EXCELLENCE THROUGH**

QUALITY
**ENVIRONMENT
AND SAFETY**

ORGANIZED BY

SRI LANKA ASSOCIATION FOR QUALITY & ASIA PACIFIC QUALITY ORGANIZATION

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WELCOME MESSAGE



Dr. Srilal de Silva
President
Sri Lanka Association for Quality



Welcome to the 18th Asia Pacific Quality Conference and 5th National Convention on Quality.

Today we have brought together some of the world class organizations and experts from Asia Pacific, USA and Europe. Under the conference theme four keynote addresses will be made by leading quality gurus with many plenary sessions lined up to take the participants to a new era of quality movement. The technical papers presented will provide a rare experience as some of the presenters will be sharing their own experience in the relevant fields.

The most remarkable aspect of these conferences is that with the interest generated organizations will open up new chapters and sustaining this momentum will take the quality effort to a great height.

This is the second occasion Sri Lanka Association for Quality (SLAQ) is hosting the Quality Conference in association with APQO, in Sri Lanka. The first conference was in 1999 and the impact the first conference made is encouraging and this brought in a new dimension to the quality movement in the Asian Region with quality standards including national quality awards becoming popular tools for business improvement.

We are looking for a much more major influence through this year's "conference".

Apart from the knowledge in quality, this conference will provide the participants to see historic achievements dating back to over 500 BC and technological advances sited in the fields of construction and agriculture in Sri Lanka.

The historical temples with rare paintings will provide an ample evidence of a rich culture existed in this small country. Further sites of natural beauty will make this visit an unforgettable event for the visitors.

All these make this is a great opportunity to bring a team of quality gurus into the South Asian region and this convention is expected to play a vital push for economic developments taking part in the region.

I wish all the delegates a successful conference.



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WELCOME MESSAGE



Acn. Shan Ruprai JM
President
Asia Pacific Quality Organization



I am delighted to extend a very warm welcome to you to the 5th National Convention on Quality and 18th APQO international conference.

This conference is going to be a great and significant event as the experience will be shared and actions will be explored.

Sri Lanka Association for Quality researched the international environment well, to organise this conference. We have internationally renowned Guru's of quality and business improvement under one roof.

The theme of the conference "Sustainable Economic Development and Business Excellence through Quality, Environment and Safety" is just what is needed, in this Globalised economy, while the world is going through tough financial crisis. It is indeed a good time to look at the positives and excellence. I am so happy to be part of this wonderful conference. There is so much talent in this conference and "MANY STARS OF EXCELLENCE".

On our journey towards Sustainable Economic Development and Business Excellence, we need to increase productivity and strike a right balance between return on investment and customer satisfaction. We will hear firsthand from the best of the best internationally famous leaders, academics, Government policy makers and practitioners about their experiences and proven methods towards best practice.

The conference program is full of opportunities for everyone to share, learn and contribute on the journey of excellence.

We have four Keynotes, four Plenary Sessions and four Concurrent sessions. We have Post Conference Industrial Visits and we had pre conference best practice workshops

I take this opportunity to suggest to our overseas visitor to go and enjoy the beauties of this tropical island. Get an extra bag and fill up with goodies that are made by creative people of this great nation for your family and friends at home.

I sincerely thank the Sri Lanka Association for Quality for organising this best in class event under the leadership of Dr.Srilal De Silva and Ms Mangalika De Silva.

Ladies and Gentlemen: Get ready to top up your knowledge bank balance. Please meet with the speakers and leaders during the breaks to discuss issues of relevance. Importantly let's have fun along the way.

With these words I will say: Let the show begin, enjoy ourselves and establish long lasting friendships. Thank You.

14TH October 2012

18 TH Asia Pacific Quality Conference Welcome Dinner and APQO & GPEA 2012 Awards	
16:00 – 18:00	Registration Commences
18:00 – 19:00	Cocktail Reception Welcome International Delegates
19:00 – 22:00	Conference Welcome Dinner APQO and GPEA 2012 International Awards

15TH October 2012

18 TH ASIA PACIFIC QUALITY CONFERENCE & 5 TH NATIONAL CONVENTION ON QUALITY Morning Session – 15 TH October 2012	
08:00 – 09:00	Registration & Light Breakfast
09:00 – 09:20	Welcome Address
09:20 – 09:30	Opening Address
09:30 – 10:00	Cultural Transformation: Providing the Leading Edge in the Quality Dr. Charles Aubrey, Chairman, Asia Pacific Quality Organization, Vice President Quality and Performance Excellence, Anderson Pharmaceutical Packaging, USA
10:00 – 10:30	Don't Measure Satisfaction: Deliver It Mr. Gregory H Watson, Immediate Past Chairman, International Academy for Quality, USA
10:30 – 11:30	Plenary Session 1 Sustainable Economic Development & Business Excellence – Key Enablers Moderator <i>-Acn.Shan Ruprai, President, Asia Pacific Quality Organization</i> Panelists <i>-Dr.Lalith Senaweera, Director General, Sri Lanka Standards Institution, Sri Lanka</i> <i>-Mr.Ranjana T. De S. G. Punchihewa, Director Quality, Colombo International Nautical Engineering College, Sri Lanka</i> <i>Mr.Ravi Randeniya,CEO, RONA Advance Technologies (Pvt) Ltd, Sri Lanka</i>
11:30 – 12:30	Plenary Session 2 Business Excellence Moderator <i>-Dr. Charles Aubrey, Chairman, Asia Pacific Quality Organization</i> Panelists <i>-Mr.Nandkumar K Mishra, Associate Director, iGATE Patni, India</i> <i>-Mr Mohamad Ishak Bin Mohamad Ibrahim, Director, Centre for Organizational Excellence & Quality Management, Universiti Tenaga Nasional (UNITEN), Malaysia</i> <i>-Mr. Ravi Jayawardena, CEO-Marketing & Sales, Maliban Biscuit Manufactories (Pvt) Ltd, Sri Lanka Centre for Organizational Excellence & Quality Management</i>
12:30 – 13:45	Networking & Lunch

CONFERENCE PROGRAMME

Afternoon Session – 15 th October 2012		
	Best Practices – Concurrent Session	
	Session A	Session B
13:45 – 14:15	Presentation A1 Deploying Lean Six Sigma to Transform University Administration Services <i>Dr. Tan Kay Chuan (Presenter) & Mr Zhou Qi, National University of Singapore, Singapore</i>	Presentation B1 Stepping on the Springboard to Sustainable Enterprise Excellence <i>Professor Rick Edgeman (Presenter) & Professor Jacob Eskildsen, Aarhus University, Denmark</i>
14:15 – 14:45	Presentation A2 Lean and/or Six Sigma <i>Professor Arun Kumar Chaudhuri, Director, ADAAP Process Solutions, India</i>	Presentation B2 From Workforce Performance Measurement to Sustainable Performance Management - The Care Index <i>Professor Jacob Eskildsen (Presenter), Associate Professor Anne Bøllingtoft, & Professor Rick Edgeman, Aarhus University, Denmark</i>
14:45 – 15:15	Presentation A3 Practice Lean-Green Six Sigma and Enhance Profitability (a case study) <i>Dr. Charles Aubrey, Chairman, Asia Pacific Quality Organization, Vice President Quality and Performance Excellence, Anderson Pharmaceutical Packaging, USA</i>	Presentation B3 Productivity, Process Improvement Tools and Techniques through QMS & EMS in Hydropower in Nepal <i>Mr. Janardan Ghimire (Presenter), CEO, Soft-Tech Computer Institute (Pvt) Ltd, Mr. Prasant Mandal & Mr. Shaishav Koirala, Nepal</i>
15:15 – 15:45	Presentation A4 Root Cause Analysis in the context of Lean Six Sigma <i>Dr. Ashok Sarkar, Indian Statistical Institute, India</i>	Presentation B4 Being a Mainstay Quality Force, A Quality Organization Should Strive to Contribute to the Economic and Social Development <i>Madame Tang Xiaofen, President, Shanghai Association for Quality, China, Mr Zeng Xuejun, Deputy Secretary General of Shanghai Association for Quality</i>
15:45 – 16:15	Refreshments	
16:15 – 16:45	Presentation A5 Delivering Value to Customer through KANO analysis <i>Dr. Jagadish Barik, Vice President Business Excellence, Aditya Birla Group, Acrylic Fibre & Overseas Spinning Business, Thailand</i>	Presentation B5 Achieving Software Engineering Excellence through Quality and Predictability <i>Mr. Mano Sekaram, CEO & Co-Founder 99X Technology, Sri Lanka</i>
16:45 – 17:05	Presentation A6 Case Study 1-Reducing Operational Cost Of Furnace In Coal Mill Tonasa Plant 2 & 3 <i>QCC Pemusnah – PT Semen Tonasa, Indonesia</i>	Presentation B6 Case Study 4-New Naphtha Treating For Off Copper Strip Naptha at Laval Unit in CD&GP Section <i>QCP Optimis – PT Pertamina Pengolahan RU III, Indonesia</i>
17:05 – 17:25	Presentation A7 Case Study 2- Quality Control Project <i>QCP Sangasanga - PT Pertamina-EP, Indonesia</i>	Presentation B7 Case Study 5-The implementation of single-line multi-product pipeline pumping without inter-product separator: Line Balongan – Cikampek – Jakarta <i>QCP Pejantan - PT Pertamina P emasaran, Indonesia</i>
17:25 – 17:45	Presentation A8 Case Study 3-To Minimize Environmental Pollution on Drilling Location <i>SSG Berseka – PT Aneka Tambang, Indonesia</i>	Presentation B8 Case Study 6-Accelerate Tubing Leakage Test By Making Innovation Tubing Test Tool In Jatibarangfield <i>Rig Crew Team - PT Pertamina EP, Indonesia</i>
17:45	End of Day 1	

16th October 2012

18TH ASIA PACIFIC QUALITY CONFERENCE & 5TH NATIONAL CONVENTION ON QUALITY Morning Session – 16th October 2012

08:00 – 09:00	Networking & Light Breakfast	
	Best Practices – Concurrent Session	
	Session C	Session D
09:00 – 09:30	<p><u>Presentation C1</u> 2011 Best Manufacturing Continuous Improvement Program <i>Dr. Charles Aubrey, Chairman, Asia Pacific Quality Organization, Vice President Quality and Performance Excellence, Anderson Pharmaceutical Packaging, USA</i></p>	<p><u>Presentation D1</u> People are the Most Important Asset <i>Mr.Lal Fonseka, Productivity Consultant, Brandix Lanka Ltd, Sri Lanka</i></p>
09:30 – 10:00	<p><u>Presentation C2</u> SMILE to Excellence at GISS: The APQO Way <i>Mr. B G Shenoy, Director Global Centre for Educational Excellence, Global Schools Foundation, Singapore, Mr.Rajiv Vasudeva, Country Director, Global Indian International School, Singapore</i></p>	<p><u>Presentation D2</u> Measuring Cost of Quality in Health Care Industry in Pakistan <i>Sandaleen Khan (Presenter), Engr. Prof. Muhammad Asim & M Zareen, National University Science & Technology, Pakistan</i></p>
10:00 – 10:30	<p><u>Presentation C3</u> Sustainable sourcing: case study on sustainable tea sourcing at Unilever Sri Lanka <i>Ms.Gayani De-Alwis, Director Customer Service, Unilever Sri Lanka Ltd, Sri Lanka</i></p>	<p><u>Presentation D3</u> Improving Productivity at Sri Lankan Universities <i>Mr.Darshana Ranasinghe (Presenter), Director Operations IDM Computer Studies (Pvt) Ltd, Sri Lanka & Prof. Colin Peiris, University of Peradeniya, Sri Lanka</i></p>
10:30 – 11:00	<p><u>Presentation C4</u> Role of Quality Biogas for Quality Life: Nepalese Experience <i>Mr.Maheshwar Prasad Yadav, Manager Biogas Sector Partnership, Nepal</i></p>	<p><u>Presentation D4</u> Leveraging on Quality Management Systems Standards for Business Excellence <i>Mr.Harneek Singh, Vice-President, Director Business Excellence, Singapore Technologies Engineering Ltd, Singapore</i></p>
11:00 – 11:30	<p><u>Presentation C5</u> Professional Waste Management Solution Provider <i>Mr.Randeewa Malalasooriya, Business Development Manager, Geocycle, Holcim (Lanka) Ltd, Sri Lanka</i></p>	<p><u>Presentation D5</u> Role of Process parameters on Knowledge Management System Performance: A System Dynamics Approach for Business Excellence <i>Mr.Asish O. Mathew, Dr.Lewlyn L. R. Rodrigues &Dr. B. Gopalkrishna (Presenter), Manipal Institute of Technology, India</i></p>
11:30 – 12:00	<p><u>Presentation C6</u> Application efficiency of Busadco scientific and technological products in the fields of technical infrastructure systems and environmental protection in Vietnam <i>Mr. Hoang DucThao, Chairman cum General Director, BUSADCO, Vietnam</i></p>	<p><u>Presentation D6</u> SME's Innovate to Create the Future <i>Dr. Charles Aubrey, Chairman, Asia Pacific Quality Organization, Vice President Quality and Performance Excellence, Anderson Pharmaceutical Packaging, USA</i></p>
12:00 – 12:20	<p><u>Presentation C7</u> Case Study 7- Compressing 100% the Deviation of Kiln Capacity to RKAP 2010 at Tuban III Plant in 5 Months <i>TMM Kusuma – PT Semen Gresik, Indonesia</i></p>	<p><u>Presentation D7</u> Case Study 8-Make Gold Standard Solution as an Alternative from Gold Standard Solution Merck (Imported Products) <i>SGA Paten – PT Aneka Tambang, Indonesia</i></p>
12:20 – 13:35	Lunch	

Afternoon Session – 16 th October 2012	
13:35 – 14:05	History of Quality in Dubai Police HE Lt General Dahi Khalfan Tamim, General Commander of Dubai Police
14:05 – 15:05	Plenary Session 3 Strategies & Approaches for Productivity, Innovation, Performance Excellence & Superior Customer Experience Moderator -Mr. Harnek Singh, Vice-President, Singapore Technologies Engineering Ltd, Singapore Panelists -Dr. Charles Aubrey, Chairman, Asia Pacific Quality Organization -Dr. P K C L Jayasinghe, Director, General Hospital, Ampara, Sri Lanka
15:05 – 15:35	Business Excellence Strategy to Halt Challenges to Quality Management Acn. Shan Ruprai, President, Asia Pacific Quality Organization
15:35 – 16:05	Refreshments
16:05 – 17:15	Plenary Session 4 Quality for Next Generation -Dr. (Mrs) Vineeta Kamran, Principal, City Montessori School, India -Student Presentation by City Montessori School, India -Student Presentation by Sri Lankan Team Launching of Quality for Next Generation
17:15 – 17:30	APQO Flag Handover 18 th Asia Pacific Quality Conference – Host 2012 (Sri Lanka) to 19 th APQO International Conference Host 2013
17:30	End of Conference
17:30 – 18:00	Networking

INDUSTRIAL VISITS

17th October 2012

8:45 am to 12.30 pm

IV1: Pathway to Excellence

Hosted By: Maliban Biscuit Manufactories (Pvt.) Ltd.

IV2: Excellence in Education & Training

Hosted by: Colombo International Nautical and Engineering College

IV3: Sustainability – Extended beyond compliance

Hosted by: “Mihila” Hirdaramani Group’s eco-friendly factory

IV4: Productivity and team work for business excellence

Hosted by: Hemas FMCG

The background features a gradient from dark red at the top to bright yellow at the bottom. Overlaid on this are several abstract, flowing, wavy lines in a golden-yellow color. A prominent feature is a grid-like pattern of thin, curved lines that forms a large, abstract shape on the right side of the page. The overall aesthetic is modern and dynamic.

**PRESENTERS
&
ABSTRACTS**



**18TH ASIA PACIFIC
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KEYNOTE SPEAKER



Dr. Charles Aubrey

Chairman

Asia Pacific Quality Organization

Vice President Quality and Performance Excellence

Anderson Pharmaceutical Packaging

USA

Charles Aubrey is currently Vice President Quality and Performance Excellence and is a Master Black Belt at Anderson Pharmaceutical Packaging a subsidiary of Fortune 500 AmersourceBergen Corporation. He was formerly President and is now Chairman of the Asia Pacific Quality Organization and their Representative to the World Alliance for Quality. In addition, Charles is an Academician and Vice President of Conferences for the International Academy for Quality.

He formerly held Vice Presidential positions at Sears Roebuck & Co., American Express Corp., J.P. Morgan Chase and Bank America. Charles worked as Vice President Consulting for ten years, the majority of the time with Dr. Juran at the Juran Institute. He is a former President and Chairman of the American Society for Quality and is also a Fellow of ASQ. He was a Senior Examiner for the Baldrige Performance Excellence Program for four years and is a retired Captain from the United States Navy.

Chuck is the 2006 recipient of Harrington/Ishikawa Medal for his extensive contributions of quality education and implementation in Asia. He received the Shanghai Magnolia Quality Contribution Award in 2007 for significantly assisting the development of quality in China. In 2010 he was awarded the Yoshio Kondo Academic Research Prize Medal. In 2011 he was awarded the Lancaster Medal by ASQ. He is an Honorary Member of the Argentine Quality Association and the Philippine Society for Quality. Chuck is on the Advisory Board of the Hamdan Bin Mohammed E-University in the United Arab Emirates.

He has written two books, Quality Management in Services and Teamwork-Involving Employees in Quality and Productivity. He has also written chapters in six other books, most notably in Dr. Juran's Quality Management Handbook. He has published over 100 articles and papers that have been translated into a variety of languages including English, Spanish, Italian, Portuguese, Chinese and Arabic.

His undergraduate work was completed at Lewis University in Chicago and graduate and post graduate work at DePaul University also in Chicago. Charles was an Adjunct Professor at DePaul University and Loyola University, both in Chicago and the University of Wisconsin, Madison.

Cultural Transformation: Providing the Leading Edge in the Quality

Continuous improvement has become one of the most important processes in organizations today. Whatever the specific approach; TQM, Six Sigma, Lean, Process Management and Improvement or Kaizen, the culture of the organization must support that approach. If the culture does not foster the approach, support the behavior and activities, reinforce the discipline, motivate and reward the actions and results, then the continuous improvement process and quest for excellence will fail.

Culture can be defined, measured, and changed. It can be changed to support the type of continuous improvement process the organization wants to implement. However, it is hard work and takes time to make the change. The change can be well worth the effort but must have the commitment, involvement and patience of the senior leadership team.

The senior leadership team must define what culture they want. They can do this by determining their values or behavioral attributes that represent that culture they want to establish. Once the behavioral attributes are determined then questions to measure the values and therefore the culture can be used to determine the “as is” culture. Once a group of employees answer the questions then cultural strengths (for leveraging) and areas of opportunity (for improvement) can then be identified for improvement.

Interestingly enough, whatever the continuous improvement approach that the organization is utilizing, if it is successful, it can be used to improve the cultural areas of opportunity. The result is a culture strengthened by the continuous improvement process and a continuous improvement process strengthened by the culture. Therefore a new “future state” of the culture is established. This new state enhances the results of the continuous improvement process. Both human as well as financial measurements prove that when the culture is strengthened continuous improvement is more successful. This improvement in both culture and continuous improvement significantly increases both profit margins and growth of the organization. This provides an organization with a competitive leading edge.



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KEYNOTE SPEAKER



Mr. Gregory H Watson
Immediate Past Chairman
International Academy for Quality
USA

Gregory H. Watson is a Past-President and Honorary Member and Chairman of the International Academy for Quality; Past-President and Fellow of the American Society for Quality, and Senior Vice President and Fellow of the Institute for Industrial Engineers. In 2009 he became the first non-Japanese individual to be awarded a Deming Medal by the Union of Japanese Scientists and Engineers. He is also a recipient of the Founders Medal from the International Academy for Quality and the Distinguished Service Medal of the American Society for Quality. Mr. Watson is a Life Member of APQO and this year's recipient of the APQO Harrington-Ishikawa Medal.

Don't Measure Satisfaction: Deliver It

Most customer satisfaction measurement systems are worse than worthless; they produce a flawed perception about the current state of an organization's vulnerability to degradation in brand reputation and lead decision-makers to draw false conclusions about the course of action that must be taken to improve the relative competitiveness of their firm. This presentation provides a detailed critique of the "standard" approach to customer satisfaction surveying and critiques the more recently encouraged Net Promoter Score (NPS) as flawed approaches to managing the satisfaction of customers. Finally, the presentation provides positive ways that organizations can manage their relationships with customers that have the ability to increase their brand value, market share and customer responsiveness through a more closely-coupled approach to relationship management which increases the sensitivity of all the organization's employees to their personal contribution to the customer's requirement for using their product or service.



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Moderator



Acn. Shan Ruprai JM

President

Asia Pacific Quality Organization

National Chairman

Australian Organization for Quality

Chairman

Australian Institute of Business Improvement

Australia

Acn. Shan Ruprai JM is the President of Asia Pacific Quality Organization, National Chairman of the Australian Organisation for Quality, Chairman of the Australian Institute of Business Improvement and senior advisor to the Executive Board of Directors of AOQ NSW Australia. He is a Councillor of Standards Australia. Shan is Board member of the Accreditation review of Joint Accreditation System of Australia and New Zealand/JAS-ANZ.

Shan is on the Editorial Review Board of the Asian Journal on Quality and board member of the Zee School in India. He is a Judge of the Global Performance Excellence Awards.

He has also served on the advisory boards of International Certification Bodies. He was the guest of Honour for TATA education awards in India.

He was the Chairman of WSAA-QAN (37 major government owned water utilities of Australia) for 10 years. Shan is part of team in revising the current ISO Standard 9001 other international standards. He had active input in designing and implementing the NSW (Australia) Government Quality Assurance Policy that was launched by the Deputy Premier. He was advisor to the NSW (Australia) Government Premier for Public Sector Awards.

Shan has in-depth experience both in public and private sectors specialising in Quality, Risk Management, Contract Law, OHS&R, EMS, Lean, Six Sigma, Process Re-engineering, Corporatization, Restructuring, Best Practice, Benchmarking, Business Excellence Awards, Baldrige Award, Balanced Scorecard, Business and Strategic Planning.

Shan has delivered many papers on a variety of management topics. Shan's achievements have been acknowledged in the media with over 89 publications translated into many languages and live interviews on television. Shan is a Juran Medvallist and the Companion of IAQ.

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PANELIST



Dr. Lalith Senaweera
Director General
Sri Lanka Standards Institution
Sri Lanka



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PANELIST



Mr. Ranjana T. De S. G. Punchihewa

Director Quality

Dean-Faculty of Marine Engineering

**Colombo International Nautical & Engineering College
(CINEC)**

Sri Lanka

Served as Chief Engineer for international shipping companies for 11 years, a recipient of the “Key Employment Award” presented to outstanding chief engineers of Neptune Orient Lines, Singapore.

A Consultant and an Auditor of ISO 9001:2008, ISO 14001:2004, OHSAS 18001:2007, ISO 26000:2010, and DNV certified Auditor Standard for Certification of Delivery of Courses in Maritime Education and Training Institutions.

Serves as Director of Quality of Colombo International Nautical and Engineering College. Serves as the Dean of Faculty of Marine Engineering with the supervision of Department of Marine Engineering, Department of Marine Electrical Engineering, and Department of Industrial Engineering Director of Personality & Skills Development Scheme for Engineer Officer Cadets.

Colombo International Nautical and Engineering College, (CINEC Maritime Campus), has won Sri Lanka National Quality Award three terms in a row 1999, 2004, & 2009. In the year 2010 – declared the winner of International Asia Pacific Quality Award – Best in Class – Education Organization. In the year 2012 – declared the winner of World Class – Global Performance Excellence Award – Education Organization.

Has more than 16 ½ years of service to the organization and has held many responsible positions such as Senior Lecturer, Principal Lecturer, Program Coordinator, Chief Trainer of Trainers, Head of Department of Quality, Safety, Occupational Health & Environmental Management, Leader & Consultant 5S-Task Force, Chairman Safety Management Committee, Chairman Environment Management Committee, Manager Library, Chief Internal Auditor Registrar, & Duty Director. Values Sustainable Development through implementation and promotion of Quality, Safety, and Occupational Health & Environmental Management for Business Excellence.

Plenary Session 1

Sustainable Economic Development & Business Excellence

Key Enablers

Excellence in Education and Training

Colombo International Nautical and Engineering College which is popularly known as CINEC Maritime Campus is a leading maritime education and training institution in Asia, nestle the picturesque suburbs of Malabe, Sri Lanka.

CINEC established in the year of 1990 which bears the unique distinction of having four internationally recognized system certifications to promote sustainable development through Det Norske Veritas one of the most reputed certification body among the shipping sectors throughout the globe.

CINEC has shown its expertise not only in delighting the stakeholders but also by winning several National, Regional and Global awards for achieving performance excellence.

CINEC is the only organization in Sri Lanka to win the prestigious Sri Lanka National Quality Award for excellence in quality presented by the Sri Lanka Standards Institution for three consecutive terms of five years in 1999, 2004 and 2009. Among the other awards we have won are the International Asia Pacific Quality Award in 2010 for Best in Class- Education Organization and in 2012 CINEC won the "World Cass" Global Performance Excellence Award – Education Organization.

Other awards are the Akimoto 5S Award in 2006, Best Corporate Citizen Award in 2006 and also Global Maritime Trainer Award in 2009.

The campus is supported by a world class infrastructure with state – of-the-art modern navigation and other simulators (which are not found anywhere else in this country). We also have a series of laboratories, fully fledged workshops which are considered to be superior; catering to the ever growing needs and demands of the global market.

CINEC offers internationally recognized degrees affiliated with foreign universities in UK, Australia, USA and China.

With the intention of contributing towards Government's efforts to improve living conditions, well-being of communities, reduce poverty, improve on health and education, and self reliance, we have already setup our branches in the North and East with the dawn of peace in Sri Lanka, recognizing cultural diversity, respecting human dignity, equality, and to facilitate social cohesion.

We also have plans to set up our branches in few other countries in the near future.

During the last few years CINEC launched several CSR Projects to assist and promote the public by fulfilling societal responsibilities. CINEC will continue to demonstrate our ability to develop worthy and productive men and women by facilitating quality education and training leading to gainful employment and help the country to assist in building the national economy and sustainability.

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PANELIST



Mr. Ravi Jayawardena

CEO-Marketing & Sales

Maliban Biscuit Manufactories (Pvt) Ltd

Sri Lanka

Ravi Jayawardena currently working as a CEO (Sales & Marketing) and was incrementing the turnaround of Malibans to greater heights. Prior to joining Malibans Ravi was the Director sales at Coca Cola Sri Lanka operation.

Before joining Coca Cola, he was at Unilever and held several senior positions in sales and marketing. He has received special training on customer management from Astridge University UK.

Currently the only Sri Lankan in the Glendenning consultancy firm in the UK, and current Chairman of the Retail sector of Chartered Institute of Marketing.

Ravi is a leading marketing trainer and has conducted training for Unilever Malaysia, Singapore and British Petroleum in India. Furthermore he is one of the most renowned MBA lecturers in the country.

Currently he is reading for his PHD at the University of Colombo on Psychology and Marketing.

Plenary Session 1

Sustainable Economic Development & Business Excellence

Key Enablers

Winning Consumers Through Insights

Quality of a product or service is something that every consumer is very keen on. However according to research “quality” does not give much meaning to consumers when they make a purchase decision. Consumers are more focused on benefits they derive from a product for the value they pay, more than just mere quality. At Malibans we try to understand “what benefits consumers are looking at when purchasing biscuits” and then we try to convert those insights into products.

In today’s world consumers have a wide variety of choices’ due to range of products in a given category. As a result companies are competing fiercely to market their products and services. With the economic recession one of the key marketing tools used by the companies under the above scenario is the price. Even consumers are increasingly looking for “value for money” products. In this context “how a brand can be marketed without getting into a price war” is a challenge for any company. At the presentation it will be shared some of the examples where we converted “consumer insights in to products which are focused on benefits” and how it helps Brands to have a sustainable growth.



**18TH ASIA PACIFIC
QUALITY CONFERENCE &
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CONVENTION ON QUALITY**

14-17 OCTOBER 2012, COLOMBO - SRI LANKA

MODERATOR



Dr. Charles Aubrey

Chairman

Asia Pacific Quality Organization

Vice President Quality and Performance Excellence

Anderson Pharmaceutical Packaging

USA

Charles Aubrey is currently Vice President Quality and Performance Excellence and is a Master Black Belt at Anderson Pharmaceutical Packaging a subsidiary of Fortune 500 AmerisourceBergen Corporation. He was formerly President and is now Chairman of the Asia Pacific Quality Organization and their Representative to the World Alliance for Quality. In addition, Charles is an Academician and Vice President of Conferences for the International Academy for Quality.

He formerly held Vice Presidential positions at Sears Roebuck & Co., American Express Corp., J.P. Morgan Chase and Bank America. Charles worked as Vice President Consulting for ten years, the majority of the time with Dr. Juran at the Juran Institute. He is a former President and Chairman of the American Society for Quality and is also a Fellow of ASQ. He was a Senior Examiner for the Baldrige Performance Excellence Program for four years and is a retired Captain from the United States Navy.

Chuck is the 2006 recipient of Harrington/Ishikawa Medal for his extensive contributions of quality education and implementation in Asia. He received the Shanghai Magnolia Quality Contribution Award in 2007 for significantly assisting the development of quality in China. In 2010 he was awarded the Yoshio Kondo Academic Research Prize Medal. In 2011 he was awarded the Lancaster Medal by ASQ. He is an Honorary Member of the Argentine Quality Association and the Philippine Society for Quality. Chuck is on the Advisory Board of the Hamdan Bin Mohammed E-University in the United Arab Emirates.

He has written two books, Quality Management in Services and Teamwork-Involving Employees in Quality and Productivity. He has also written chapters in six other books, most notably in Dr. Juran's Quality Management Handbook. He has published over 100 articles and papers that have been translated into a variety of languages including English, Spanish, Italian, Portuguese, Chinese and Arabic.

His undergraduate work was completed at Lewis University in Chicago and graduate and post graduate work at DePaul University also in Chicago. Charles was an Adjunct Professor at DePaul University and Loyola University, both in Chicago and the University of Wisconsin, Madison.

Plenary Session 2-Business Excellence

Business Excellence, one of the most utilized organizational strategy, both improves how we operate the total business as well as improves the measurable performance of the organization. Business Excellence will be discussed from the perspective of both profit and not for profit organizations as well as its application to both service and manufacturing.



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PANELIST



Mr. Nandkumar K Mishra
Associate Director
iGATE Patni
India

Nandkumar Mishra has over 21 years of Quality improvement experience in Manufacturing and Services sectors across Call Center/ BPO, HR, IT, Marketing, Financial services & Insurance. He has specialization in implementation of Lean, Six Sigma, ISO Models, CMMI, TQM, TPM, SPC, Kaizen and Quality Circles. He has worked on over 100 Six Sigma Projects generating savings of over 5 Millions USD.

A Six Sigma Master Black Belt and Lean Expert, he possesses professional education as a Masters in Quality Management, MBA in Marketing Management, Certified Software Quality Analyst (CSQA) & Graduate in Mechanical Engineering.

He has authored Technical papers in journals and presented papers on Quality improvement at National and International Conventions. He is a visiting faculty for Masters and MBA courses at various universities.

Plenary Session 2 - Business Excellence

Integrated Business Excellence Framework for Innovation and Sustainability

In today's highly dynamic business environment, Innovation is essential for survival and growth. Over last eight decades, various business and quality improvement methods and techniques have been evolved to meet this need. However, all of them have not met the expectations of quick and sustainable business results. Practitioners are always in search of most appropriate framework which will meet their expectation of sustained business results.

At iGATE, to meet this challenge, we have evolved "Integrated Business Excellence" Framework based on Lean, Six Sigma, TRIZ, TOC and Kaizen among others. The framework helps in diagnosis of exact improvement needs and provides optimum approach. The framework has been well deployed across iGATE and have yielded sustainable business results while delighting customers. Increasing trend of iIQ(iGATE Improvement Quotient) indicates sustainable Innovation culture. The paper aims to share our journey and achievement of Integrated Business Excellence Framework.



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PANELIST



Mr. Mohamad Ishak Bin Mohamad Ibrahim

Director

Centre for Organizational Excellence &

Quality Management

Universiti Tenaga Nasional (UNITEN)

Malaysia

Mr. Mohamad Ishak Bin Mohamad Ibrahim obtained his first Certificate in Business Studies in 1982 from the Ungku Omar Polytechnic, Malaysia. Subsequently he pursued his Bachelor Degree in Accountancy (Honours) in 1988 from Northern University of Malaysia. He then, secured his Master Degree in Accounting (Distinction) in 1994 from De Montfort University, Leicester, United Kingdom. Besides that, he also obtained his Diploma in Computer Application from the City and Guilds, London in 1994 and a Diploma in Translation (English to Malay) from the Institute of Translation Malaysia in 1998 and later a Certificate in Qualitative Research Methods from the University of Georgia, USA, in 2004. He was admitted as an Associate Member with the Malaysian Institute of Accountants (MIA) since 27th May, 2003 till present.

Mr. Mohamad Ishak Bin Mohamad Ibrahim had more than 25 years of working experience in various fields. Currently, he is the Principle Lecturer in Accounting at Universiti Tenaga Nasional. In addition to that, he holds various administrative positions. Today he is the Director of Centre for Organisational Excellence & Quality Management at Universiti Tenaga Nasional since the year 2006.

Among the special medals and awards that he has received for his excellence contributions are the Excellent Conduct Medal in 2011 from the State Governor of Penang, Malaysia, Excellent Service Award (Special Award) in 2010 and Excellent Service Award (Special Category) in 2007 from Universiti Tenaga Nasional, and APBEST Process Driver Of The Year (2011/12) from Asia Pacific Business Excellence Standard. His vast experience in giving talks and publications at Nationals and International seminars on the Quality Environment, Organizational Strategic Direction and Business Excellence has made Universiti Tenaga Nasional being well known internationally especially in the area of quality in higher education.

Plenary Session 2 - Business Excellence
Leadership: Strategic Quality Initiatives and Its Best Practices

The key issue is the significance of strategic quality initiatives in fulfilling the desire of our stakeholders who may have different perspective views on higher education. The most important issue is to have a direct understanding of quality initiatives, the attributes of quality being used for day to day operations, and the sort of performance driven indicators that are being developed to measure quality. Therefore it is imperative to identify quality leadership values that suits a holistic approach that supersedes individual's needs and desires. Touching on soft skills based on core values to sustain strategic quality initiatives plays a vital role. Quality management (QM) initiatives in service companies have been an ongoing effort whereby some have achieved considerable success while others have been less successful. This paper highlights the experience by UNITEN in its drive towards the vision of being a leading quality university.



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PANELIST



Mr Ravi Randeniya

CEO

RONA Advance Technologies (Pvt) Ltd

Sri Lanka

Ravi is the Founding Director and CEO of RONA Advance Technologies Pvt Ltd. spearheading Sri Lanka's energy efficiency drive. He heads operations, quality assurance, client relations and financial management of the firm. Ravi was educated in the UK and Canada, where he served the Economic & Industry Analysis Branch of the British Columbia's Ministry of Trade, Technology and Economic Development as a Senior Policy Analyst.

As an expert facilitator of professional business solutions, a business strategist with over eighteen years of experience on the international stage, combining his skills in business facilitation with strong networking ties. Prior to joining the BC Public Service, Ravi was a Senior Consultant with Auld & Company Management Consultants in Calgary and oversaw the company's global strategy. He developed relations with the governments of México, Sri Lanka and The Philippines to establish overseas trade skills for HR shortage in Alberta's oil, gas and construction industries.

Ravi began his career as a Civil Engineer, spent two years in Nagasaki, Japan specializing in Geotechnical Engineering. Returning to Sri Lanka, he formed DAP Management Consulting and was extensively involved in nation building projects through public-private partnerships, negotiations, and business and investment promotion in Sri Lanka. In addition, he held several senior advisory positions, including a stint as a Consultant to the United Nations Development Program (UNDP) assigned to the Reform Secretariat of the Ministry of Vocational Training. His tasks were to bring reforms to three Ministries trade to coordinate labour skills development to enhance employment opportunities for unemployed in partnership with private sector.

Ravi is a Life-Member of the Sri Lanka Association for Quality (SLAQ) and served in the Executive Committee from 1998-2001, and was the Sr. Coordinator to the First National Convention in 1999 in Sri Lanka and presented a paper. He also published a paper in the Journal of Total Quality Management during his MBA studies.

He holds a Bachelor of Civil Engineering Construction (BScEng) from Oxford Brooks University (UK), Master of Science in Engineering (MScE) and Master of Business Administration (MBA) from University of New Brunswick (Canada).

Today, Ravi continues in economic development and management consulting programs in Sri Lanka promoting enterprise development and energy efficiency. In addition, Ravi is a regular writer to the business columns the Sri Lanka's print media.

Plenary Session 2 - Business Excellence

Lighting Energy Efficiency and Economic Sustainability

Global demand for energy is rapidly increasing across all sectors and industries imposing challenges to power producers and polluting to the environment. Statistics show that lighting alone accounts for approximately 20% of the global consumption of electricity. Sustainability is capacity to endure. Thus, using energy more efficiently in housing, municipalities (urban spaces) and industries is the apparent advance towards reducing the dependence on fossil fuel energy sources. Like elsewhere, Sri Lanka has the potential for bringing energy efficiency by replacing existing CFL and fluorescent lighting systems which are obsolete technology and contain mercury. Energy-efficient LED lighting technology (LED) delivers benefits to consumers, energy providers and thereby, lessening the impact of CO₂ and mercury pollution in our environment.

We are constantly reminded that sustainability is long-term maintenance of our responsibility, which has environmental, economic and social facet, and encompasses the concept of protector, the responsible management of our precious resource. To bring about sustainability to our existence depends on the how we create an environ that has a healthy ecosystem and must be livable. Moreover, human sustainability overlaps with economics through the voluntary trade extending beyond borders as a consequence of global economic activity. Therefore the challenge posed to today's business leaders is to understand what entails ecosystem management, the impact of human activity on the ecosystem and then provide leadership to environmental management and management of consumption of resources. Only then they are entitled to make ethical profit.

In the context of bringing lighting energy efficiency increased focus is required on research and development that leads to new and improved technologies to remove harmful chemicals from our environment. Even though there are energy-efficient lighting solutions are available today, experience suggests that there is little appreciation for energy efficient LED lighting unless driven by economics.

Striking a balance between quality and price is the challenge that the LED lighting industry faces to satisfy consumer appetite for energy efficient lighting products. The answer lies in the application of stringent quality controls in the lighting industry can bring about resource management to deliver energy efficient next generation LED technology to consumers to minimize the impact on the environment.

This presentation examines the value of quality assurance in challenging areas beyond the conventional approaches to deliver energy efficient LED lighting technology to consumers to bring economic sustainability:

- **Market changes** – To establish quality control points to monitor market and assess consumer habits changes during the introduction of next generation advance;
- **Resources management** – Building partnerships with innovative technology leaders to plan and monitor growth of technology filtering to the market via quality assurance;
- **Adaptation to new technology by Govt, consumers and industries via Awareness Campaign** – Inform and educate consumers to recognize the benefit of advance technology and energy efficiency in next generation LED lighting technology

Employing new technologies that reduce the consumption of energy resources considerably aid the sustainability cause. Reducing electricity consumed by users clearly requires a consumer oriented strategy to ensure that energy efficiency is achieved at all levels.



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SPEAKER



Dr. Tan Kay Chuan

Associate Professor

Department of Industrial and Systems Engineering

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CPE (Certified Professional Ergonomist), 2010, by the BCPE (Board of Certification in Professional Ergonomics)

- Ph.D., Department of Industrial and Systems Engineering (concentration in Human Factors Engineering), Virginia Polytechnic Institute and State University, August 1990
- M.S., Department of Industrial Engineering and Operations Research (concentration in Human Factors Engineering), University of Massachusetts at Amherst, September 1987. Alpha Pi Mu (Industrial Engineering) Honor Society
- B.S. (Magna Cum Laude), Psychology, University of Massachusetts at Amherst, August 1984. Psy Chi (Psychology) Honor Society
- Lecturer (1990-1994), Senior Lecturer (1994 – 2001), Associate Professor (2001-present)
- Director, Office of Quality Management (2007 – present)

Co-author-Zhou Qi, Office of Quality Management, National University of Singapore

Best Practices Concurrent Session A Presentation A1 Deploying Lean Six Sigma to Transform University Administration Services

This paper describes the deployment of the lean six sigma methodology in university administration services. It discusses areas where the methodology has great potential for application. It also recognizes the tools and techniques that are frequently applied in improving university administration services.

Lean is a production practice than focuses on creating value for customers by eliminating waste in the production process. Six Sigma is a methodology targeted at identifying and removing the root causes of variation in business processes. Both concepts originate from the context of manufacturing processes and were subsequently extended to service businesses. The lean six sigma methodology is a synthesis of the two philosophies that centers on value creation and follows the well-established DMAIC six sigma processes.

Deploying the lean six sigma methodology requires substantial effort in training, project consultation, as well as staff motivation and recognition

Pryor et al presented a case study using Six Sigma to reduce course and curriculum approval process. Their project significantly reduced cycle time by almost 80%. Imad M. Al-Atiqi et al (2009) discussed the application of Six Sigma in US HEIs. They strongly recommended that quality assurance agencies should adopt and pursue six sigma in higher education. Existing studies focuses on six sigma application at the project level, rather than the program level.

An internet search identifies that many universities in the world offer lean six sigma courses at different levels, i.e., green belt, black belt, master black belt. The majority of these universities are in the United States (e.g., Purdue University, University of Arizona, Clemeson University, University of Michigan). These courses were offered as outreach programs or professional training programs, which often targeted at external participants. Few courses are targeting at university staff development.

Very few successful deployment of Lean Six Sigma in university administration have been reported, especially in Asian Universities. This paper bridges the above mentioned gaps by introducing a successful framework of lean six sigma deployment in university administration. It shares the LSS training and consultation scheme, project types, benefits achieved, as well as challenges faced. Frequently used LSS tools and techniques are summarized. In addition, a few successful applications of lean six sigma projects in the areas of library processes, building energy consumption, and university feedback management, will be discussed.



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SPEAKER



Professor Rick Edgeman
International Centre for
Organizational Architecture, ICOA
Business and Social Sciences
Aarhus University
Denmark

Rick Edgeman is Professor of Sustainability & Performance at Aarhus University, Denmark. Previous positions include as Professor & Head of the Statistical Science Department at the University of Idaho (USA), as QUEST Professor & Executive Director of the QUEST Honors Fellows Program at the University of Maryland (USA), and as Professor & Director of the Center for Quality & Productivity Improvement at Colorado State University (USA). Rick is a Six Sigma Black Belt and has more than 85 journal articles to his credit. In 2000 he was named by the American Society for Quality as one of 21 Voices of Quality for the 21st Century – one of only three academics globally so identified. His work focuses on sustainability, innovation, six sigma innovation & design, organizational consciousness, and continuous improvement. He is former editor of Measuring Business Excellence, and serves on the editorial review board of numerous journals.

Co-Author-Jacob Eskildsen, Interdisciplinary Center for Organizational Architecture, School of Business & Social Sciences, Aarhus University, Denmark

Best Practices Concurrent Session B Presentation B1 Stepping on the Springboard to Sustainable Enterprise Excellence

Consensus exists that sustainability, enterprise excellence, and innovation are important to organizations, to society at large, and to the natural environment. Despite consensus, strategies and tactics aimed at their successful integration are often ineffective. In part this is a result of diverse understandings of their interrelationships. Equally important is the issue of how balanced integration of these themes can be achieved at needed depth (scale), breadth (scope), and rapidity (velocity) levels: SSV.

Strategic integration of innovation and sustainability at the needed SSV and aim can accelerate progress on an organization's path toward sustainable enterprise excellence (SEE), and hence toward the overarching asymptotic aspiration of becoming a continuously relevant & responsible organization (CR2O). Consistent with that goal, a simple tool, referred to as a "Springboard to SEE" is herein proposed and elaborated. The Springboard enables integrated assessment of enterprise excellence and sustainability excellence and hence a means for assessing progress toward SEE, where SEE is defined as:

Sustainable enterprise excellence is a consequence of balancing both the competing and complementary interests of key stakeholder segments, including society and the natural environment, to increase the likelihood of superior and sustainable competitive positioning and hence long-term enterprise success.

This is accomplished through an integrated approach to organizational design and function emphasising innovation, operational, customer-related, human capital, financial, marketplace, societal, and environmental performance.

The Springboard to SEE, that is, the model, its underlying principles, assessment regimen, and feedback mechanism (e.g. "learning and innovation loop") is both "now" and "next". Its now orientation aides identification and implementation of current best practices, while also spotlighting deficiencies. The real power and promise of the Springboard, however, lies in identification of and strategy surrounding "next" best practices and sources of competitive advantage:

Unique to the definition of sustainable enterprise excellence relative to other (solely) enterprise excellence definitions and models such as those behind the European Quality Award, America's Baldrige National Quality Award, and other well-known frameworks are the explicit inclusion of organizational design, the depth and breadth of emphasis of both societal and environmental performance, focus on the significance of innovation, and clear acknowledgement of the necessity of balancing the competing and complementary interests of organizational stakeholders that specifically include society, governmental authorities, and – via surrogates – the natural environment.



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14-17 OCTOBER 2012, COLOMBO - SRI LANKA

SPEAKER



Professor Arun Kumar Chaudhuri

**Director
ADAAP Process Solutions
India**

Born in 1946, and graduated from Indian Statistical Institute (ISI) with honors, Prof. Chaudhuri had his Master's degree (M.Stat) with specialization in Quality Management in the year 1968 and also he was awarded DSQC&OR through dissertation on Stochastic Programming. Since 1969 till 2008, he was associated with ISI and superannuated as Sr. Specialist and Professor in the SQC & OR Unit of ISI, Bangalore. He was engaged in training of Engineers and Managers of various organizations, guiding the Quality & Reliability Improvement projects and developing & implementing the Quality Management systems. Now, he is Director of ADAAP Process Solutions Private Limited, Bangalore.

Prof. Chaudhuri, has also been associated with number of Premiere Academic Institutions as a Faculty/Visiting Faculty namely: Indian Institute of Management at Bangalore, Ahmadabad, Kolkata & Indore in India; Heidelberg University, Germany; Moscow University, Russia; Tripoli University, Libya; among others.

He was associated with organizations like BHEL, Kirloskars, Tcs, Wipro, Infosys, SAIL, HMT, MOTOROLA, ABB, Larsen & Toubro, Hitachi, etc. and carried out training and implementation programs on Quality Improvement, Reliability Estimation Models, Business Excellence Models, Quality Assurance in Design & Development, Quality in Marketing & Sales, Design For Six Sigma, Small Group Activities, Taguchi Methods and Quality Management Systems among many others.

He has trained about 15000 engineers and managers and guided more than 10000 improvement projects. He has had the privilege of work with Dr. Genechi Taguchi on Orthogonal Array and Robust Design on real life problems in India and abroad.

As a lead assessor for ISO 9001 and TS 16949 Quality systems, he has conducted more than 1000 audits in India and abroad on behalf of KEMA, Netherlands.

During 1992-93, he started his work on Six-Sigma with the training of Black Belts in Motorola, India. He has coordinated the implementation of Six-Sigma in the form of training of Leadership Team (Executive Foundation), Master Black Belts, Black & Green Belts, and guiding the projects taken up by the Belts for many organizations and more than 5000 Six-Sigma projects have been completed with huge benefits.

He is the Principal Editor of Guidebook on six-sigma implementation with real time applications, published number of papers in National/International journal & conferences and also now the Chairman of the National Institution for Quality & Reliability, Bangalore Branch.

Best Practices Concurrent Session A Presentation A2 Lean and/or Six Sigma

Fundamentalists describe lean as a flow focussed approach to reduce waste and Six Sigma as more of Problem-focused approach to reduce variation in characteristics of an output. However, in reality, most of the applicants of lean concept consider Lean is a shorter and less cumbersome version of six sigma where you need not collect data and validate the potential causes with DATA. Data is an anathema for them. This fear of data collection & analysis, forces them to compromise on quality and sustainability of the results using the route of LEAN .

Most of the organizations forget that Lean Speed Enables Six Sigma Quality and Six Sigma Quality enable Lean Speed (Fewer defects means less time spent on rework).

To my thinking, both methodologies should follow DMAIC problem-solving approach. In many cases Improvement projects need to leverage a combination of Lean & Six Sigma approaches and tools. Lean can leverage the existing Six Sigma infrastructures (GB/BB/MBB). In fact, why should we create additional conflicting experts in the name of Lean Masters etc? Lean concepts/techniques are applied to speed up Six Sigma projects.

In-fact it is not Lean or Six Sigma. It is Lean and Six Sigma. The combination of the two approaches, usually known as Lean Six Sigma or Lean Sigma, represents a formidable weapon in the fight against process variations. In a system that combines the two philosophies, lean creates the standard and Six Sigma investigates and resolves any variation from the standard. In many situations, Lean concentrates on reduction of averages where as Six Sigma aims at reduction of variation around the mean. Moreover, in many cases the solutions arrived at for the six sigma projects leverage on Lean Concepts like 5S, Level Loading, Line Balancing and waiting time reduction.

In standalone Lean Projects, many of the practitioners think causes of the waste need not be validated, but in the absence of the validation of the causes, one might resolve the problem temporarily for it to surface again.

According to an annual report for Honeywell International, Inc. "implementation of a combination of Six Sigma and Lean methodologies, which they called Six Sigma Plus, is a powerful contributor to the company's success, saving , an estimated \$3.5 billion over a few years.

At a Medical Centre, doctors began their rounds at 6 a.m., but patient blood test results weren't available until 9 a.m. After less than three months of a Lean Six Sigma initiative, results for critical patients were ready by 6 a.m., with others available by 7 a.m.

Lean Six Sigma uses the synergy of both to reduce waste, improve quality and enhance the bottom line. The results of combining Lean and Six Sigma can be dramatic. It is a quality management methodology that uses data and statistical analysis to eliminate defects and improve effectiveness and efficiency.



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SPEAKER



Professor Jacob Eskildsen
International Centre for
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Jacob Eskildsen is professor of business performance management at Aarhus University and a member of the Interdisciplinary Centre for Organizational Architecture. Before entering academia Jacob worked as quality manager in a Danish subsidiary of a large multinational company. He holds an MSc and a PhD from the Aarhus University. He is the author of more than 100 publications including several articles in scientific journals such as Measuring Business Excellence, The TQM Journal, Employee Relations, Total Quality Management & Business Excellence, Quality Management Journal, International Journal of Quality and Reliability Management, International Journal of Productivity and Performance Management and International Journal on Business Performance Management.

As part of his research Jacob has been involved in a number of linkage studies in individual companies trying to identify the relationship between the intangible assets of the company such as customer and employee satisfaction with financial performance. Furthermore he is in charge of the certificate program on Process and Performance Excellence at Aarhus University.

Co-authors- Associate professor Anne Bøllingtoft, Interdisciplinary Center for Organizational Architecture, ICOA, Business and Social Sciences, Aarhus University.

Professor Rick Edgeman, Interdisciplinary Center for Organizational Architecture, ICOA, Business and Social Sciences, Aarhus University.

PhD-scholar Thomas Kjærgaard, Interdisciplinary Center for Organizational Architecture, ICOA, Business and Social Sciences, Aarhus University.

Best Practices Concurrent Session B Presentation B2 From Workforce Performance Measurement to Sustainable Performance Management - The Care Index

In recent years most organizations are measuring their performance in relation to key stakeholders such as customers and employees. In relation to employees key performance indicators typically include satisfaction, retention and absenteeism. These indicators are to some extent corrective measures in the sense that they can be seen as the outcome of the work environment. In other words these performance measures are lagging indicators of the state of the work environment.

A leading indicator of the work environment could be stress, which is experienced by all age groups across all occupations. The World Health Organization has declared occupational stress to be a worldwide epidemic. The struggle for work-life balance is intensifying because technology allows an increasing number of employees to be 'online' all the time, thus the distinction between 'work' and 'not working' become more fluent.

Clarke & Watson, 1991 defines stress as an internal state or reaction to anything consciously or unconsciously perceived as a threat, whether real or imagined and individuals have different limits for being stressed.

Several research findings confirm the relationship between stress an lack of motivation, prolonged strikes, anxiety, absenteeism, burnout, high turnover, increased late coming, missing deadlines, making careless mistakes (Schabracq& Cooper 2000; Murphy 1995; McHugh 1993). Chusmir& Franks (1988): have suggested that consequences of stress have an adverse effect on the overall organizational efficiency and effectiveness. Furthermore, research has shown that job-related stress is linked with soaring organizational (and societal) health-care costs (e.g. Colligan& Higgins 2006; Manning, Jackson & Fusilier, 1996).

Recognizing stress and coping the stress will enable an individual to perform better and thus, the performance of employees is determined by the level of stress encountered and their capability to manage stress. It is also important for the organization to understand the stress faced by their employees and extend a support in efficient management of the stress. In order to provide organizations with knowledge about the level of well-being at the work place the Care Index has been established in Denmark. The questionnaire has been applied at one of the largest insurance companies in Scandinavia with more than 1200 employees responding. In this paper we will test a number of assumptions related to well-being at the workplace and provide managerial recommendations on how well-being at the workplace could and should be addressed.



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Dr. Charles Aubrey

Chairman

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Charles Aubrey is currently Vice President Quality and Performance Excellence and is a Master Black Belt at Anderson Pharmaceutical Packaging a subsidiary of Fortune 500 AmerisourceBergen vCorporation. He was formerly President and is now Chairman of the Asia Pacific Quality Organization and their Representative to the World Alliance for Quality. In addition, Charles is an Academician and Vice President of Conferences for the International Academy for Quality.

He formerly held Vice Presidential positions at Sears Roebuck & Co., American Express Corp., J.P. Morgan Chase and Bank America. Charles worked as Vice President Consulting for ten years, the majority of the time with Dr. Juran at the Juran Institute. He is a former President and Chairman of the American Society for Quality and is also a Fellow of ASQ. He was a Senior Examiner for the Baldrige Performance Excellence Program for four years and is a retired Captain from the United States Navy.

Chuck is the 2006 recipient of Harrington/Ishikawa Medal for his extensive contributions of quality education and implementation in Asia. He received the Shanghai Magnolia Quality Contribution Award in 2007 for significantly assisting the development of quality in China. In 2010 he was awarded the Yoshio Kondo Academic Research Prize Medal. In 2011 he was awarded the Lancaster Medal by ASQ. He is an Honorary Member of the Argentine Quality Association and the Philippine Society for Quality. Chuck is on the Advisory Board of the Hamdan Bin Mohammed E-University in the United Arab Emirates.

He has written two books, Quality Management in Services and Teamwork-Involving Employees in Quality and Productivity. He has also written chapters in six other books, most notably in Dr. Juran's Quality Management Handbook. He has published over 100 articles and papers that have been translated into a variety of languages including English, Spanish, Italian, Portuguese, Chinese and Arabic.

His undergraduate work was completed at Lewis University in Chicago and graduate and post graduate work at DePaul University also in Chicago. Charles was an Adjunct Professor at DePaul University and Loyola University, both in Chicago and the University of Wisconsin, Madison.

Best Practices Concurrent Session A Presentation A3 Practice Lean-Green Six Sigma and Enhance Profitability (a case study)

The word “green” or “going green” made the number one spot of overused words in 2008 according to Lake Superior State University. Therefore it must be the “in thing” to do for both consumers and business leaders. But make no mistake it is not just yesterday’s thing to do! It is something we must do every year and every day. Why? Because it is not only good for the environment but it can save businesses money on the bottom line and, with the right strategy, it can bring in money on the top line as well.

There are a number of actions that organizations can take to realize these performance improvements: stop wasting energy, recycling production and office waste, purchase recycled material for production and office, and utilize renewable energy sources. Stop wasting energy. Over 20% of electricity can be cut by turning off unused equipment both on the production floor as well as in the office. Also dialing down heat, air, lighting and air conditioning in unused areas and holidays and weekends. Devices are available to do this automatically. Astute recycling of waste reduces both costs of removal and in most cases can actually bring in income. Purchasing recycled materials in the production process such as paper based materials, plastic resins, recycled metals and lubricating

products can save 10-25% on raw materials. Renewable energy sources such as solar panels and purchasing energy from renewable source suppliers save money as well.

The actual lean six sigma project to implement and sustain these programs will be discussed. The cost benefits will be reviewed. Including the additional business which can be generated through public awareness of your “green” programs and community recognition of your demonstration of social responsibility. Find out how to “go green”- not overused in business.



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SPEAKER



Mr. Janardan Ghimire
CEO
Soft-Tech C. I. Pvt) Ltd
Nepal

CEO of Softtech C.I. (Pvt) Ltd. Center Management & Decision & Report of the Board of the Directors (Apex Body), Staff deployment and evaluation & new scheme implementation, Project Co-coordinator of Quality Management System (QMS) Division, Involved in various organizations nationwide East Part to West Part of Nepal as a Consultant as well as Project Coordinator of generic international standards, management consultant, Act as a Lead Auditor in various organization, Providing Awareness, Internal Auditor or Documentation & Lead Auditor Course (LAC) training on ISO 9001, ISO 22000:2005, HACCP, SA, ISO 14001:2004, Involved in Food sector (Tea, Rice and Distillery), Financial Institution (Banks), Hospitals, IT (Outsourcing and Software Development), Education (TU, Pokhara and Purvanchal University affiliated colleges), Lubricants, Paint, Construction (Housing and Infrastructure), Cement, Hydropower, Plywood, chambers etc, Budgeting Plan and implementation, Conducted 350+ workshop training on various standards like; ISO 9001, EMS 14001:2005, ISO 22000:2005-FSMS (Food Safety Management System), HACCP and CP and conducted as a Lead Tutor for ISO 9001:2008 in Nepal through IRCA and other accreditation and provided 150+ consultancy on ISO 9001(QMS), 14001(EMS), 22000 (FSMS), 27000 (Information Security) Cleaner Production, HACCP, SA 8000 & OHAS 18001 as well.

Co-author-Mr Prasant Mandal and Mr. Shaishav Koirala

Best Practices Concurrent Session B Presentation B3 Productivity, Process Improvement Tools and Techniques through QMS & EMS in Hydropower in Nepal

Nepal is one of the prime countries in terms of hydropower potential in the world. With an estimated capacity of 83,000W* and the present scenario of substantial power cuts in the country, establishing concrete quality and environment sustainability is felt not only for the growth of power generating stations but also for sustainability of the upcoming project in the long run. Managing a hydropower project is very challenging in the sense that a wide spectrum of stakeholders need to be satisfied, and at the same time, poise between those needs and the demands of the environment, where the projects are located, need to be established. Nepal has the second largest hydropower potential in the world. It requires establishing quality and environment sustainability to sustain its hydropower projects in the long run.

This paper deals with the parallel implementation of QMS (Quality Management System) and EMS (Environment Management System) in one of the leading hydro power companies-Chilime Hydropower Company, in Nepal. Chilime Hydro Power Company, with its 22 MW plant located at Syafrubensi of Rasuwa district, is a growing organization with a total of 270 MW* of new hydropower projects being constructed under its sister companies. The company provides real benefit through various facilities and programs for the socio-economic uplift of the people of the affected remote area. At the same time, proper environmental facilitation is done to ensure that the project does not cause adverse effect to the physical territory in which it is located.

In the process of implementation of QMS & EMS practices in this hydropower company since one and half years ago, required SOPs have been developed and followed in different functions such as operation, maintenance, administration, purchase and store. The whole regime of documentation, record control, internal audit, preventive and corrective practices, root cause analysis etc. is judiciously carried out as per the QMS and EMS requirements. This has contributed to high level of productivity in the company.

The Quality model and EMS model helps the organization sort out day-to-day operation in systematic manner. The EMS model has enhanced the corporate image among the stakeholders. The company tries to sufficiently address the affected people through periodic customer satisfaction survey and analyses, and takes necessary action. The success contributors of the quality movement in the company are commitment of the top management and team work.



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14-17 OCTOBER 2012, COLOMBO - SRI LANKA

SPEAKER



Dr. Ashok Sarkar
Indian Statistical Institute
India

Ashok Sarkar is a faculty in SQC & OR Mumbai unit of Indian Statistical Institute and trainer and mentor for Six Sigma Black Belt, Master Black Belt. He has rich experience in implementation of quality initiatives, e.g. Six Sigma, Lean Six Sigma, SPC, and Design of Experiments in various organizations over a period of the last two decades. His areas of research interest are issues pertaining to implementation of operations management across any organisation.

**Best Practices Concurrent Session A Presentation A4
Root Cause Analysis in the context of Lean Six Sigma**

Lean Six Sigma, which is known as a combination of two powerful strategies for business process improvement, is being implemented in many organisations. Although there are many opinions on the methodology to be adopted in Lean Six Sigma, however the DMAIC approach of Six Sigma is being followed. Root Cause Analysis(RCA), on the other hand, is used by practitioners in solving routine quality/ plant problem occurring frequent or infrequently. The 'Analyse' phase of Lean Six Sigma generally deals with root cause analysis. In recent application of Lean Six Sigma or Six Sigma, it was found the RCA is carried out by mostly common sense approach and validation of causes is missing. This creates a doubt in practitioners mind whether RCA is essential part of DMAIC. There also exists certain amount of ambiguity on what techniques/ tools to be used in various scenarios. In this presentation, we will examine the issues in detail with the case example of Manufacturing, Service, and Medical etc. and come out with a guideline, which will help the practitioners in implementation of Lean Six Sigma.



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SPEAKER



Madame Tang Xiaofen

President

**Shanghai Association for Quality President
Shanghai Academy of Quality Management
China**

Tang Xiaofen, Professor, President of Shanghai Association for Quality, President of Shanghai Academy of Quality Management, Companion of International Academy for Quality, Vice President of China Certification and Accreditation Association (CCAA). With 30 years of working experience in quality she has been quality leader in large enterprises, chief of quality organization and quality research institution, and leader of government quality administration. She organized and established Shanghai Audit Center of Quality System (SAC) in 1993, the first certification body in China. In January, 1999, she organized and established Shanghai Academy of Quality Management (SAQM), the first and comprehensive scientific research institute on quality in China. She has been the project leader of 7 national-class research projects on quality and authored over 10 books. She has successfully organized to hold eight sessions of Shanghai International Symposium on Quality, and 13th Asia Pacific Quality Organization International Conference.

Co-author-Mr Zeng Xuejun, Deputy Secretary General of Shanghai Association for Quality
Interpreter-Mr. Zhou Xuchun, Deputy Director of On-site Service Department of Shanghai Association for Quality

**Best Practices Concurrent Session B Presentation B4
Being a Mainstay Quality Force, A Quality Organization Should Strive
to Contribute to the Economic and Social Development**

Facing the new era of development, quality organizations are confronted with new opportunities and challenges. It is the common issue for quality organizations in different countries and regions to bring full play of active promotion roles focusing on enhancing competitiveness.

Through describing SAQ in assisting the Chinese government to strengthen macro scientific management, facilitating enterprises to improve quality and promoting the society to value the role of quality, this paper explains the role of SAQ as a quality organization of excellent performance in enhancing quality competitiveness of Chinese enterprises, industries, cities and the nation. This paper also analyzes the position of SAQ in advocating establishing social responsibility, providing service to the society and promoting sustainable development of economy and the society, discusses how a quality organization could become the excellence quality organization focusing on improving economic and social development quality, as well as introduces the practices of SAQ.



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SPEAKER



Dr. Jagadish Barik

**Vice President Business Excellence Aditya Birla Group
Acrylic Fibre & Overseas Spinning Business
Thailand**

Dr. Jagadish Chandra Barik has nearly twenty five years experience in projects, manufacturing, service, quality assurance, TQM, Lean and six sigma. He is working as Vice President-WCM & Business Excellence at Aditya Birla Group at Thailand. He worked as Corporate Head- Quality, Systems & Process at ITC Ltd-Personal Care Products and Director-Process Excellence in Xchanging Technology , an UK based IT/BPO Company. Prior to that he worked as Sr.Consultant at AIT (Advanced Integrated Technology) group, providing training and consultancy services in Lean ,Six Sigma, Supply Chain Management through SCOR and Innovation. The AIT Group is a MNC having head office at Arizona,U.S.A. While at the AIT Group ,Jagadish has deployed Lean & Six Sigma initiatives at SKF, Hankel, PPL,CEAT,Maruti and many other organizations. He has presented papers at various seminars and conferences organised by IQPC, IOD,CII, NCCI on Lean Six Sigma.

Prior to the AIT group, he worked as General Manager/ Six Sigma Master Black Belt at Reliance,Hazira. He successfully delivered six sigma deployment, training and project coaching at many levels. He has worked & Coached various projects covering improving efficiency, yield improvement, quality improvement, equipment reliability, machine up-time, inventory reduction, effluent load reduction, HR, finance etc. As a facilitator of Quality Circle, he has won awards at the state, national and international level. He was awarded as best trainer for conducting six sigma training programs at various levels in year 2003 & 2004. Two Six Sigma projects were awarded by QualTech at National level and two projects were awarded with Silver and Gold medal at ASQ Team excellence at international level. Prior to that he was involved in erection, commissioning and manufacturing of Polyester Staple Fibre projects (DuPont, Neumag, Zimmer technology) at Patalganga and Hazira sites .

Prior to Reliance, Jagadish has worked at Orissa Synthetics Ltd, Indian Acrylics Ltd and Consolidated Fibres and Chemicals Ltd. In Manufacturing, Projects, Quality Assurance and Customer Technical Services functions.

Key Distinctions :

- Trained and Certified by AOTS, Japan on Quality Management
- Member of review board ,ASQ Six Sigma Certification process
- Member of review board, ASQ Press Publications
- Panel Member of BIS for six sigma standardization in India
- Sr.Member of ASQ & Six Sigma forum
- Member of AOTS, AIMA, DMA, ISQ, IAOP, ISSP

Best Practices Concurrent Session A Presentation A5 Delivering Value to Customer through KANO analysis

The paper describes about one of the most important applications of Six Sigma through KANO analysis, how to collect exact VOC (Voice of Customer) and deliver the requirements of the customers to achieve Customers' delight in the business. How to categorise various types of requirement and address those effectively.

Value to the Customer :

A capacity provided to a customer at the right time at an Appropriate price, as defined in each case by the Voice of The Customer.

Methods to collect VOC :

Reactive Methods :

- √ Customer Complaints
- √ Claims, Credits
- √ Returns
- √ Warranty claims
- √ Service calls
- √ Etc.

Pro-active Methods :

- √ Interviews
- √ Focus groups
- √ Surveys
- √ Benchmarking
- √ QFD
- √ KANO Analysis
- √ Etc.

Categorisation of Customer's Requirements :

A) MUST BE REQUIREMENTS :

- √ Take it granted Quality
- √ Expected Quality
- √ Basic Quality
- √ Standard Quality
- √ Dissatisfiers

B) ONE DIMENSIONAL REQUIREMENTS :

- √ One dimensional
- √ Normal needs
- √ Linear Quality
- √ Competitive Quality
- √ Satisfiers

C) DELIGHTERS :

- √ Delighter, beyond expectation
- √ Latent needs

Leadership Quality



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SPEAKER



Mr. Mano Sekaram
CEO & Co-Founder
99X Technology
Sri Lanka

Mano Sekaram is the Chief Executive Officer (CEO) of 99X Technology (formerly Eurocenter) an ISO 9001: 2008 and ISO 27001: 2005 certified company with offices in Colombo and Oslo Norway specializing in Delivering High quality software product engineering services to the European Market. He has around 20 years of experience in the IT industry, mainly in Software and Export of IT Services.

He currently serves as the Chairman of the Advisory Committee on ICT Export for the Export Development Board (EDB) while he is also The General Secretary of SLASSCOM the IT/BPO apex body and a member of the 'Presidential Task Force on English & IT'

Mano is also the head of the "Quality Forum" of the IT/BPO industry and has been instrumental in driving the quality initiative in the industry. His initiative lead his company to be the first Sri Lankan software company to receive the CMMi certification and also the first recipient of the International Arch of Europe Gold Award for Quality and Technology at the BID International Quality Convention held in Frankfurt in 2012.

He is also a member of the Board of Management at the University of Colombo, School of Computing and a Member of the Consultative Board at the Faculty of Information Technology, University of Moratuwa.

During his career, Mano has not only taken software product and services internationally, but has also successfully set up Software Joint Venture companies and initiated foreign direct investments (FDI) to Sri Lanka.

Best Practices Concurrent Session B Presentation B5 Achieving Software Engineering Excellence through Quality and Predictability

The challenge in Software Engineering is to consistently deliver quality software in a timely manner. This paper comprehends a systematic approach towards generating software engineering services targeting mature global markets where quality and predictability are determining factors. The challenge to stand out in a crowd in a highly competitive industry can be perceived in a new light as a challenge to deliver engineering excellence.

It is hypothesized that the lynchpin of achieving engineering excellence is the formulation of proper organizational dynamics through a sequence of 5 distinct stages. Reign of quality is identified as the key business differentiator, which is conceptualized as the aggregation of process, compliance, productivity, defects reduction, predictability, customer satisfaction and cycle time reduction.

The 1st stage constitutes leveraging the organizational culture towards better quality by promoting leadership, discipline and passion, more over to build a framework to deliver excellence. This results in a collective mindset within the organization, which can be driven to bring in a well-defined process that streamlines operations while injecting the predictability element into it.

The 2nd stage is about implementing this process with the aid of tools and corporate governance. Practices such as task management, time tracking and recording lessons learnt are introduced during this stage. With this infrastructure, the organization can be moved to the 3rd Stage to build partnerships and conform to international standards like ISO and CMMI. Internal and external audits need to be brought in for verifying regular compliance.

Metrics pertaining to the harmonious operation between various stakeholders in the organization and its throughput are measured and quantified. These include key performance indicators such as defect generation rate, rework effort, schedule variance and effort variance. They are supplemented with business intelligence with the view of extending data analysis to aid in making rational business decisions.. At this 4th stage the organization can be envisioned as a production house generating high quality software in a predictable fashion with a self-disciplined workforce.

Rising to the 5th stage requires adding value to the software products through innovations. This implies the development of new frameworks to stimulate reuse and adoption of Agile development methodology.

Practicing the 5 stage quality process in an organization resulted in the following such as 'Zero' critical defects at customer delivery, rework reduced by 48%, schedule variance has been +/- 10% and the customer satisfaction index increase by 1.5 folds. The process can be envisaged as a recipe for success in delivering SW engineering excellence.



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TEAM EXCELLENCE CASE STUDIES

Best Practices Concurrent Session A Presentation A6

Case Study 1-Reducing Operational Cost Of Furnace In Coal Mill Tonasa Plant 2 & 3

QCC Pemusnah – PT Semen Tonasa, Indonesia

Best Practices Concurrent Session B Presentation B6

Case Study 4-New Naphtha Treating For Off Copper Strip Naptha at Laval Unit in CD&GP Section

QCP Optimis – PT Pertamina Pengolahan RU III, Indonesia

Best Practices Concurrent Session A Presentation A7

Case Study 2- Quality Control Project

QCP Sangasanga - PT Pertamina-EP, Indonesia

Best Practices Concurrent Session B Presentation B7

Case Study 5-The implementation of single-line multi-product pipeline pumping without inter-product separator: Line Balongan – Cikampek – Jakarta

QCP Pejantan - PT PertaminaPemasaran, Indonesia

Best Practices Concurrent Session A Presentation A8

Case Study 3-To Minimize Environmental Pollution on Drilling Location

SSGBerseka – PT Aneka Tambang, Indonesia

Best Practices Concurrent Session B Presentation B8

Case Study 6-Accelerate Tubing Leakage Test By Making Innovation Tubing Test Tool In Jatibarangfield

Rig Crew Team - PT Pertamina EP, Indonesia

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SPEAKER



Dr. Charles Aubrey

Chairman

Asia Pacific Quality Organization

Vice President Quality and Performance Excellence

Anderson Pharmaceutical Packaging

USA

Charles Aubrey is currently Vice President Quality and Performance Excellence and is a Master Black Belt at Anderson Pharmaceutical Packaging a subsidiary of Fortune 500 AmerisourceBergen Corporation. He was formerly President and is now Chairman of the Asia Pacific Quality Organization and their Representative to the World Alliance for Quality. In addition, Charles is an Academician and Vice President of Conferences for the International Academy for Quality.

He formerly held Vice Presidential positions at Sears Roebuck & Co., American Express Corp., J.P. Morgan Chase and Bank America. Charles worked as Vice President Consulting for ten years, the majority of the time with Dr. Juran at the Juran Institute. He is a former President and Chairman of the American Society for Quality and is also a Fellow of ASQ. He was a Senior Examiner for the Baldrige Performance Excellence Program for four years and is a retired Captain from the United States Navy.

Chuck is the 2006 recipient of Harrington/Ishikawa Medal for his extensive contributions of quality education and implementation in Asia. He received the Shanghai Magnolia Quality Contribution Award in 2007 for significantly assisting the development of quality in China. In 2010 he was awarded the Yoshio Kondo Academic Research Prize Medal. In 2011 he was awarded the Lancaster Medal by ASQ. He is an Honorary Member of the Argentine Quality Association and the Philippine Society for Quality. Chuck is on the Advisory Board of the Hamdan Bin Mohammed E-University in the United Arab Emirates.

He has written two books, Quality Management in Services and Teamwork-Involving Employees in Quality and Productivity. He has also written chapters in six other books, most notably in Dr. Juran's Quality Management Handbook. He has published over 100 articles and papers that have been translated into a variety of languages including English, Spanish, Italian, Portuguese, Chinese and Arabic.

His undergraduate work was completed at Lewis University in Chicago and graduate and post graduate work at DePaul University also in Chicago. Charles was an Adjunct Professor at DePaul University and Loyola University, both in Chicago and the University of Wisconsin, Madison.

Best Practices Concurrent Session C Presentation C1 2011 Best Manufacturing Continuous Improvement Program

Anderson Packaging has always been committed to quality, the customer and the desire to be “the best”. Continuous improvement efforts and programs have always been the direction and way the Anderson leadership team has focused and led the organization.

The Anderson leadership team “discovered” a new formal approach to continuous improvement in 2004. Senior management started their Lean and Six Sigma journey by committing themselves to a formal intensive multi-day training program, integrating the two approaches into Lean Six Sigma (LSS) - attacking both the product and process variation and waste.

The strategic plan was developed integrating LSS into both the long-term and annual business activities and goals with a serious financial and leadership commitment. All middle management all went through a multi-day Yellow Belt Training. Subsequently the first round of projects and Green Belts were chosen from this group and received five-day training delivered just-in-time as the projects unfolded.

Our processes are supported with over 80 mechanics. A significant training effort allowed all of our mechanics to be Lean Certified. They have saved \$2.5M in improving setups alone. Anderson has developed 12 Green Belts into Black Belts. They lead project teams to solve more difficult and sophisticated problems. In addition they assist in coaching Green Belt teams and deliver LSS training. Kaizen Events are also led by Black Belts. These waste reduction efforts have saved almost \$5M.

The Steering Committee has committed to every employee who doesn't already have a “Belt” to be Yellow Belt trained and certified and they have achieved 100%. To that end our projects are focused in every area of the company: Production 44%, Quality Control/Assurance 26%, Maintenance 8%, Warehouse 8%, Sales/Administrative/Finance 8% Engineering 4% and Human Resources 2%.

The resulting are cost reduction, customer service and measurable improvement in regulatory compliance, employee satisfaction and community relations resulting in \$12M savings plus cost avoidance and increased capacity. In addition, over 25% of our projects improve our regulatory profile and directly contribute to stronger compliance with cGMP and FDA regulation. In 2011 Anderson won the International Quality and Productivity Center's “Best Manufacturing Continuous Improvement Program” beating out BMW, Best Buy, Hyatt, and the US Army were also finalists.



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SPEAKER



Mr. Lal Fonseka
Productivity Consultant
Brandix Lanka Ltd
Sri Lanka.

An Associate Member of the Institute of Company Accountants in UK. An Associate Member of the Association of International Accountants in UK. MBA from University of Wayamba in Sri Lanka, Diploma in Child Psychology, Diploma in Business Administration of university of Colombo and won a Gold Medal for Banking & Public Finance. Diploma in Personnel Management. A Qualified Consultant on ISO 9001-2000 Quality Management System Certification. A Qualified Lead Auditor (IRCA-UK) and Productivity Resultant of the Brandix Lanka Limited. Visiting Lecturer of University of Colombo on Service Quality Management in the Institute of Human Resources Advancement. Was elected as the Best Manager 2003 promoting Quality & Productivity. Have presented papers at National and Foreign Conventions on the subjects of quality, management, leadership and productivity.

Best Practices Concurrent Session D Presentation D1

People are the Most Important Asset

Since it is people who manufacture things, manufacturing is impossible unless people are developed. Based on this philosophy, the company that I worked a few years ago adopted to assemble the right individuals and teams with the right set of skills to perform their business tasks. Therefore, recruiting and retaining human capital is number one key concern area of the organizations in their quest to maintaining a competitive edge. Hence, as a matter of policy, this company spent a fair amount of time for interviewing parents before taking decisions to recruit people in order to ascertain the following two important criteria.

There is a genuine need of the employment.

There is a peaceful family background at home.

The best management practices adopted by this company are to improve the quality of the people who work for them.

This company strongly believed that training and development is an investment. As a result, they have now introduced a training passport to all management staff and whatever the training they do undergo will be entered in these passports.

In addition, they empowered the ownership of the processes with responsibility for continuously to improve them and re-engineering them where necessary is done as a matter of policy in this company through Japanese 5S, Quality Circles, Kaizen and TPM etc.,.

In accordance with the desire of the Company administration to ensure the quality of the work of its employees the following policies have been adopted:

1. Within a year of initial employment, it is expected that all new employees will complete the respective Training Programs established by the Training Department.
2. Every employee is expected to acquire the basic skills that are required to perform his work effectively and efficiently and the work of the other departments.
3. Blind obedience is not expected from a skilled employee and they should acquire all the requisite knowledge through training before getting on the shop floor.

Other than the skills shown as employees during their normal operations, the top management is always attempts to treat their employees' safety as utmost important.

Nothing is more important than the safety of the people...

Provide all employees a safe, clean and comfortable place to work.

Managers of the company did attend to the followings.

Communication flow throughout the organization is made effective.

Managers need to pay constant attention to the peoples' issues, particularly in environments of change. Most people do not like change being forced on them.

The practice of appreciating the employees who furnished the successful suggestions in order to encourage the suggestion thinkers was introduced. Because, they believe that Kaizen events are very successful because all the participants see in each project a very important professional growth opportunity.



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SPEAKER



Mr. B G Shenoy

**Director Global Centre for Educational Excellence
Global Schools Foundation
Singapore**

Shenoy is a Post Graduate in Mechanical Engineering ; ISO Lead Auditor; OHSAS Auditor; APQO Assessor, Malcolm Baldrige Foreign Examiner; Past Assessor for SPRING, Government of Singapore; Past Assessor and Process Owner for Tata Steel Education Excellence Model, Past Assessor for Tata Quality Management Services, Past observer for NAAC, UGC, India. Presently responsible for implementing Education Excellence and Quality Initiatives across 20 Global Indian International School Campuses in 7 countries.

Shenoy, APQO Life member, had the unique experience of implementing Education Excellence in more than 75 Schools in several countries and participating in many APQO annual conferences, training sessions and workshops during the last 7 years. Based on the learning from these APQO conferences, an innovative methodology has been developed and the same implemented at Global Indian International Schools (GIIS).

Co-author- Mr.Rajiv Vasudeva, Country Director, Global Indian International School, Global Schools Foundation, Singapore

Best Practices Concurrent Session C Presentation C2 SMILE to Excellence at GIIS: The APQO Way

In line with its Vision of being a Prime Mover, APQO showed and led us through a SMILING road to continuous improvement in quality and aptly the topic. Thanks to APQO. GIIS schools are continuously reaping several tangible and intangible benefits through this methodology and today is a WINNER OF 16 National, International and Global awards for Excellence in Education out of 16 applications, within a short span of 4 years, thus, reaching close to its Vision of 'becoming' A GLOBAL ROLE MODEL FOR TEACHING AND LEARNING'. GIIS Schools have been continuously carving world toppers in Curricular, Extra Curricular and Co-Curricular activities and everyone learns at GIIS.

The topic is summarized in the table below:

'SMILE' TO EXCELLENCE	Processes and Unique Practices	
S tandardise through 'Documented Processes for Compliance and Excellence'	ISO, OHSAS, Bizsafe, EduTrust, Assessor Pool (10% of Faculty are assessors / auditors)	
M onitor through 'Measures, Indicators, Audits, Assessments, and Customer Complaints'	Balanced Score Card, PROMISE, 7S, Correlations, Process Performance Index, Culture Compliance Index, Vision Compliance Index (> 100 measures)	Core Competency
I mprove through 'Innovation'	9 Gems Model, Education ERP,	Core Competency
L earn through 'Failures, Successes and Sharing'	Weekly Top Management Meeting, Global Annual Leadership Summit, Joint Curriculum Planning	Core Competency
E xcellence through 'External Assessments'	External assessments through Indian Merchants Chamber India, , Malaysia Productivity Corporation, Standards Productivity Innovation Growth Singapore, Asia Pacific Quality Organisation.	

Many Challenges were faced in implementing the methodology stated above in Singapore, a place where school systems are already in a state of Excellence and very high standards of expectations by all stakeholders.

Co-author- Mr.Rajiv Vasudeva, Country Director, Global Indian International School ' Global Schools Foundation, Singapore



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SPEAKER



Ms Sandaleen Khan
NUST Business School
National University Science & Technology
Pakistan

Sandaleen Khan is pursuing an MBA at Nust Business School in Pakistan. She had already done a Bachelor's of Business Administration (BBA-Honors), majoring in Marketing from Bahria University. She was also on the Rector's Honors List. She brings with her an academic experience of over 6 years in Research and Publications, which includes projects done with different Industries.

Not only this, she is also a published author of a book "The Ultimate Coffee House Business Plan" which is available in over 8000 online and offline stores, including Amazon and Barnes & Noble. Her book got published while she was just pursuing her BBA (Honors).

Sandaleen has an year of experience as a Business Development Executive and had interned in several MNC's including Telenor -where she was responsible for Market Research and Business Intelligence and British and American Tobacco Company (BAT) -where she designed and implemented a "Global Customer Engagement Strategy" for 114 Key Accounts. Moreover, she is also a keen advocate of community services. She was a volunteer for the Rehabilitation program for the Flood and the earth quake victims in Pakistan. In 2011, Sandaleen was the Project lead for a local Hospice, where her tasks included Resource Handling, Conducting Physiotherapy sessions for the patients and generating donations. In just two months she was able to generate over half a Million Rupees.

Adding to this, she was also in the organizing team for the Pak-China Summit and the Pak-Turk Business Summit. She is also the Director of Marketing for Nust Media Club and is part of several other clubs including: The Sports Club, The debating and Dramatics Clubs, The Events Club, etc. She organized several events for the University and had participated in several Model United Nation Conferences (MUNs) at a local level.

Her interests include designing business plans which lead her to be the Campus winner of the Unilever Talent Hunt Competition in 2010-2011. Her plan was shortlisted from over 50 plans.

In her free time, she pursues her passion for painting for which she had won several awards. She also enjoys playing Badminton.

Sandaleen is always on the lookout for exciting new challenges and is passionate to learn. She plans to pursue her PHD in the future and aspires to open a Business School in Pakistan. Co-authors-Engr. Prof. Muhammad Asim & M Zareen, National University Science & Technology, Pakistan

Best Practices Concurrent Session D Presentation D2 Measuring Cost of Quality in Health Care Industry in Pakistan

Cost of Quality (CoQ) is often defined as the sum of conformance plus non-conformance costs, where cost of conformance is the price paid for prevention of poor quality (for example, inspection and quality appraisal) and cost of non-conformance is the cost of poor quality caused by product and service failure. The scope of this paper is to measure the significance of Cost of Quality (CoQ) in the health care industry of Pakistan. For this purpose a framework was established to measure the relationship between Cost of Quality in Hospitals with each of its four dimensions i.e. Prevention cost, Appraisal Cost, Internal Failure Cost and External Failure cost. A comprehensive study has been carried out by conducting a survey of four hospitals in Pakistan. Prevention-Appraisal-Failure (P-A-F) Model was used to gauge results.

After Feigenbaum categorized quality costs into prevention-appraisal-failure (PAF), the PAF scheme has been almost universally accepted for quality costing. The failure costs in this scheme can be further classified into two subcategories: Internal failure and external failure costs.

The results of the survey indicated that there is a strong positive correlation between Quality and a combination of Appraisal and Prevention Costs. In contrast a weak positive correlation exists between Quality and Failure Costs. The implementation of P-A-F Model can not only help Hospitals provide quality services to the patients at a lower cost but can also help increase the hospitals profit margins in return.

Although, the P-A-F model is the most recognized international approach for quality costing but it is mainly a cost categorization scheme and it has serious limitations. Other limitations of the research included the lack of awareness about Cost of Quality Systems in Pakistani Hospitals. Despite of this, CoQ reporting is beneficial at both the corporate and operational level. At the corporate level it gets management's attention and provides a benchmark against which financial improvement can be measured over time. At the operational level it helps to identify, prioritize, and select projects; provide financial benefits of process improvement and monitor project improvements.



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SPEAKER



Ms. Gayani De-Alwis
Director Customer Service
Unilever Sri Lanka Ltd
Sri Lanka

MSC in Food Process Engineering, University of Reading, UK, MBA in General Management, Postgraduate Institute of Management (PIM), University of Sri Jayewardenepura, Sri Lanka. Chartered Member of Chartered Institute of Transport and Logistics (CILT) Sri Lanka, Vice Chairperson & Executive council member of CILT, Corporate member of the Institute of Supplies and Material Management (ISMM) Sri Lanka. ISMM is a member of the International Federation of Purchasing and Supply Management (IFPSM), An Executive Council member of ISMM.

Best Practices Concurrent Session C Presentation C3

Sustainable sourcing: case study on sustainable tea sourcing at Unilever Sri Lanka

Unilever embarked on an ambitious vision in 2009 to double its business while halving its environmental impact. In 1995 company initiated its sustainable agriculture program and today self evaluation tools have been promoted for self measure and to align one self to these ideals. Unilever is globally committed to sustainability and consider the whole life cycle operations in the internally developed matrices an important business priority.

Unilever made a pledge to source all its agriculture raw materials from sustainable sources by 2020. The commitment to source tea sustainably came in 2007. In tea, where Unilever purchases 12% of the world's black tea, this required Unilever to roll out its sustainability program in most major tea producing countries in the world. Through Rainforest Alliance, an NGO dedicated to conservation, producers were certified giving the Unilever sustainability program more credibility through third party verification. Presently all Lipton tea bags sold in Western Europe are Rainforest Alliance certified.

In Sri Lanka Unilever launched its sustainability program in 2011. The Sri Lankan tea industry is unique as only 30% of tea comes from Plantation companies managing large extents of tea cultivated land. The majority comes from small holder tea farmers. Small holders are those who own 1 acre or less of land and provide green leaf to private factories for production. The current free enterprise system means that small holders are not bound to one particular factory to supply their produce compared to other tea producing countries such as Kenya. Instead, leaf was provided to the factory that pays the farmer the best price for the produce. This framework meant training and development on sustainability amongst these small holders a challenging task having to cover a broader geographic area.

Over the last two years, 20,000 tea farmers have been reached through the Unilever sustainability program, leading to the certification of 34 factories with 1500 small holder tea farmers being connected to the Unilever supply network. The sustainable agriculture standards which have been implemented by both plantation companies and small holder farmers have led to developments in environment and ecosystem management within tea cultivated land. Despite immense challenges in terms of price fluctuations for tea and impact of weather on crop, tea farmers and their families are creating significant changes to their agriculture practices and by doing so becoming catalysts for many other industries to follow. The case study address the process, benefits and challenges that have arisen as a result of this program.



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14-17 OCTOBER 2012, COLOMBO - SRI LANKA

SPEAKER



Mr. Darshana Ranasinghe
Director Operations
IDM Computer Studies (Pvt) Ltd
Sri Lanka

Darshana Ranasinghe completed his double degree in Commerce and Business systems from Monash University, Australia in 2000. At Monash, Darshana won the Award for the Best First Year Accounting Student in 1997. He is also a passed finalist of Chartered Institute of Management Accountants (CIMA-UK). During his studies of CIMA, he won one overall and two subject prizes for Best performance in Sri Lanka. In addition he has completed a Master of Information Technology from Charles Sturt University, Australia in 2005 as the Best student in the batch. He went onto complete Master of Business Administration with a Merit pass from University of Sri Jayewardenapura in 2008.

He started his career as a Software engineer at IDM Software International (Pvt) Ltd in 2001 and moved

on to team leader in 2003. Thereafter he moved to education management as the Manager Operations at IDM Computer Studies (Pvt) Ltd and became the Director Operations in 2006. Currently he works as the Managing Director & Deputy Chairman of IDM Nations Campus (Pvt) Ltd.

He has authored several papers and his research interests include Quality management & Strategic Management in Higher education.

Co-author- Prof. Colin Peiris, University of Peradeniya, Sri Lanka

Best Practices Concurrent Session D Presentation D3 Improving Productivity at Sri Lankan Universities

Productivity is very important in today's competitive world. To improve productivity either higher output from same inputs or same output with less input should be achieved. Productivity is very relevant to all Higher Education institutions and productivity in higher education could be measured in variety of methods.

Universities around the world are faced with many challenges ranging from rise students registrations with constrained funding to meeting needs of diverse group of students.

Sri Lankan Universities are facing additional challenges today namely ensuring relevance of study programs to job market, maintaining relevant curriculum and maintaining standards at all universities. Improving productivity is one way for Sri Lankan universities to face these challenges successfully.

This paper identified several methodologies used at present to improve productivity in higher education. Poole (2005) identifies privatization, decentralization, improving student quality and increasing the flexibility of faculty as strategies for improving productivity. The Lumina foundation of United States of America (USA) has been influential in improving productivity in USA and has devised a four strategy approach to improve productivity. By adopting the foundation's approach University system of Maryland and State of Louisiana has been able to improve their productivity. Cota A, Jayaram K et al (2011) have identified five strategies adopted by eight universities which are above peers in terms of productivity.

Based on the literature survey, several strategies can be identified to improve productivity in Sri Lankan Universities. The strategies include improving awareness of productivity in the university system covering all levels of the hierarchy, developing productivity measures, Identifying international benchmarks (International Universities) for productivity improvement, rewarding universities for improving on measures of productivity, publishing productivity statistics for each university to encourage sharing of effective practices, Introducing performance based funding for universities, rewarding universities for cost reduction/innovation and redesigning study programs to meet needs of the job market.

The main limitations include rigid bureaucratic culture, different agendas of the various stakeholders and lack of trust among the stakeholders. Even though these limitations exists, the authors feel that through the implementation of the above Sri Lankan universities will produce graduates that will serve the nation in a productive manner and will also be able to improve their ranking. All these developments will contribute towards the journey of becoming the knowledge hub of Asia.



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14-17 OCTOBER 2012, COLOMBO - SRI LANKA

SPEAKER



Mr. Maheshwar Prasad Yadav
Manager
Biogas Sector Partnership
Nepal

Mr. Yadav is the Manager at Biogas Sector Partnership-Nepal (BSP-Nepal) and Executive Member of Network for Quality, Productivity and Competitiveness-Nepal (NQPCN). He holds Master's Degree in Business Studies (MBS) from Tribhuvan University of Nepal. He has over a decade long experiences at different capacities with different organizations including as Social Affairs Officer at United Nations Mission in Nepal (UNMIN), Lecturer at Tribhuvan University of Nepal, and Regional Coordinator at Nepal Press Institute (NPI).

Best Practices Concurrent Session C Presentation C4

Improving ProRole of Quality Biogas for Quality Life:Nepalese Experience

This paper aims at determining the role of quality biogas for quality life in Nepal. The variables are introduced in this study are related with the benefits of biogas that contribute for quality life. The number of biogas plants for clean energy, reduction of greenhouse gas emission, forest conservation, cultural development, sanitation through toilet connection and slurry & compost fertilizer has been comprised as variables for this study. The empirical results have been estimated by using data for the period of FY 1992/93 to 2010/11. Among others, Leslie Alvin White's model has been employed in this study. White introduced a formula, $P = ET$; Where, E is a measure of energy consumed per capita per year, T is the measure of efficiency in utilizing energy harnessed, and P represents the degree of cultural development in terms of product produced. The study revealed the significant role of quality biogas for quality life of people in Nepal. The results revealed that quality biogas plays vital role for cultural development. Improved in health and hygiene through providing clean energy, smokeless kitchen in 237,322 household out of 249,813 plants installed and toilet connection in 152,410 households that directly associated with children and women's health and environment. The results showed that 3 hours time saved daily in each household and improved people's livelihood through starting agro & forest based micro enterprises such as: cash crops, cattle farming, fish farming, etc. The agro and forest based enterprise contribute to mitigate climate. Likewise, the study revealed that 1.75 tons slurry & compost fertilizer produce annually per household. In total, production of 415,314 tons slurry & compost fertilizer per year that enhance independency through reduction of chemical fertilizer. Moreover, 2.4 tons reduction of greenhouse gas emission annually per household as per new Clean Development Mechanism (CDM) methodology. 59,968 plants have registered under PA1, PA2, PA3 and PA4 till the end of April 2012 with CDM. Last but not least, 1.25 trees protected per year per plant and in total, 296,653 trees protected per year that enhance greenery and protect environment.



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14-17 OCTOBER 2012, COLOMBO - SRI LANKA

SPEAKER



Mr. Harnek Singh
Vice-President,
Director Business Excellence
Singapore Technologies Engineering Ltd
Singapore

Harnek is currently Vice-President and Director, Business Excellence with Singapore Technologies Engineering Ltd. He is involved in introducing and sustaining the relevancy of the Business Excellence Standards, the QMS/EMS/OHS standards as integrated Management Systems Standards in ST Engineering Group. He is the current Chairman, of the National Quality Management Technical Committee (ISO 9000 QMS) and member of the National Management System Standards Committee (MSSC) and represents Singapore on the ISO Strategic Advisory Group for Management System Standards.

Harnek is a National Business Excellence Lead Assessor, a trained Baldrige Examiner and GPEA Examiner He has been involved in training National BE Assessors and BE Consultants in Singapore and is also on Asia Productivity Organisation and Asia Pacific Quality Organisation's list of technical experts for business excellence. He was instrumental in facilitating ST Engineering's attainment of the Singapore Quality Award in 2002, Singapore Innovation Excellence Award in 2003, IAPQA 2005, the inaugural Singapore Quality Award with Special Commendation in 2007 and the Global Performance Excellence Award (GPEA) – World Class in 2011.

Best Practices Concurrent Session D Presentation D4 Leveraging on Quality Management Systems Standards for Business Excellence

In today's competitive marketplace, ISO 9001 registration is accepted as a requirement for doing business – however to excel and remain competitive, organizations need to go beyond just achieving ISO 9001 certification. The Baldrige Criteria provide an integrated, results-oriented framework for designing, implementing, and assessing the management of all operations. It focuses on competitiveness—specifically the delivery of ever-improving value to customers, the improvement of overall organizational effectiveness and capabilities, and organizational and personal learning.

The purpose, content, and focus of the Baldrige Criteria and ISO 9001 registration are not similar in scope and depth but are however surely compatible. ISO 9001 is a standard used by many in implementing a compliance and improvement system and assessing conformity in their organizations and many in selected operations only to meet market requirements. In our quest for world class excellence, we can leverage the QMS standards and integrate the Baldrige criteria to help strengthen process that are ISO 9000 compliant and leapfrog competitors. The Baldrige Criteria will provide an integrated, results-oriented framework for designing, implementing, and assessing all operations of an organization. It also include a strong customer, workforce, and future focus.

The ISO 9001:2008 standard which builds on ISO 9001:2000 version significantly provide a more comprehensive bridge between ISO 9001 and the assessment criteria of excellence models e.g. Baldrige Quality Award, SLNQA etc. The ISO 9004:2009 standard is a useful tool to facilitate the bridging, and possibly the ISO 9001:2015 version should be even better if not the same.

Many ISO 9001 users indicate that they're not aware of ISO 9004. This standard offers guidance, not on how to implement ISO 9001, but on how to make the quality management system better. The ISO 9004 : 2009 , Managing for the sustained success of an organisation - provides guidance for organisations to move beyond the Quality Management System (QMS) requirements, and towards the development of a holistic QMS which leads them to long-term organisational sustainability. In addition, companies can employ the standard, to guide them in their journey towards business excellence.

ISO 9000 family of standards are an excellent starting point for organizations working to improve their performance to remain competitive and achieve world-class performance, however organizations ability to leverage their QMS and adopt the Baldrige Award criteria can accelerate their journey to get there.

Through the concurrent session you will gain an insight on how your organisation could leverage on integrated quality management system standards towards business excellence.



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14-17 OCTOBER 2012, COLOMBO - SRI LANKA

SPEAKER



Mr. Randeewa Malalasooriya
Business Development Manager
Geocycle
Holcim (Lanka) Ltd
Sri Lanka

Graduated in BSc with Environment Management by the University of Sri Jayawardenapura and obtained MBA from University of Wales. Lead Auditor and certified trainer for ISO 9001, ISO 14001, OHSAS 18001, ISO 22000 and 5S.

I started my carrier as a Management Consultant, implemented various ISO and other management systems in high profile companies not only in Sri Lanka, but also in Maldives, Singapore etc. Presently I work as the Business development Manager at Geocycle. Geocycle is business unit of Holcim (Lanka) Limited which established to provide environmental responsible disposal for industrial wastes.

At Geocycle, I started my responsibilities as Project Manager and internal consultant of the implement of Integrated Management System at Geocycle while jointly holding the responsibility of key accounts management of few key customers. Presently as a Business Development Manager, I am responsible for strategic & business planning, marketing & communication, compliance responsibilities in the areas such as health & safety, environment, system quality and license & permitting.

Best Practices Concurrent Session C Presentation C5 Professional Waste Management Solution Provider

Waste is an ever-growing issue, a key contributor to CO₂ emission which causes global warming. It also affects the air, water and soil quality and needs environmentally-sound solutions. Global warming and environmental destruction are already happening ahead of schedule. Leading scientists and governments tell us that we have a rapidly diminishing window of opportunity to reverse the damage caused since we think that environment is someone else's problem and governments must take care of wastes generated from their processes. In a country like Sri Lanka where lack of enforcement and lack of technology prevails, industrial wastes piles generated during the processes of industries are getting added directly or indirectly to the municipal solid wastes. Since most of industrial wastes are hazardous, mount of health and safety and environmental issues created are enormous. In this context, Geocycle the waste management arm of Holcim (Lanka) Limited, commenced its operations in year 2003, providing a peace of mind status to industrial community in Sri Lanka. These solutions are sustainable and leave no future environmental liabilities. More importantly, Geocycle is the one and only entity in Sri Lanka that has capacity and capability to offer environmental responsible waste management solutions to dispose hazardous waste, through a technology called "Co-processing".

Co-processing is a technology used for thermal destruction of hazardous wastes. It is a combination of two processes undertaken simultaneously without compromising the efficiency of either process. Co-processing meets all regulatory technical standards and is globally adopted for management of wastes that is difficult to destroy. It also is superior to land filling and incineration, as it offers a complete solution with no residue. Co-processing has been practiced with positive results by the USA, Japan and the EU countries for the past 30 years. It is also recognized by several international organizations such as the World Health Organization (WHO), the GTZ, Basel Convention, Stockholm Convention, etc. Locally it has been approved and is encouraged by the Ministry of Environment & Natural Resources, the Central Environmental Authority (CEA), and the Provincial Environmental Authority of the NW province.

Geocycle works closely with all government authorities to ensure that all waste handled and its complete disposal is fully covered under the provisions of the current National Environmental Protection Act. Geocycle also has contributed to the development of co-processing guidelines for Sri Lanka. We have all the required permits to handle procedures from collection to transport, storage, pre-processing and co-processing of scheduled wastes. Geocycle certifies for integrated management standards that comprises of ISO 9001, ISO 14001 and OSHAS 18001. Also the analytical laboratory of Geocycle is accredited for ISO 17025 by Sri Lanka Accreditation Board for analytical testing. Geocycle manages waste streams in a sustainable way, enabling industries to grow without environmental liabilities, evading pressure from authorities, pressure groups and communities. Collection, transportation, pre-processing and final disposal are the services offered by Geocycle. Also analytical laboratory of Geocycle offers accurate and reliable analytical testing for waste and waste derived fuels. Waste audits and waste consultation are some other value additions a customer could get from Geocycle. Despite of the fact that industries are different, it is sure that certain amount waste generated thus, responsible waste management can make a difference the reputation.



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14-17 OCTOBER 2012, COLOMBO - SRI LANKA

SPEAKER



Dr. B. Gopalkrishna
Professor
Department of Humanities & Social Sciences
Manipal Institute of Technology
India

Dr. B. Gopalkrishna is a Professor in the Department of Humanities and Social Sciences, Manipal Institute of Technology, Manipal. He has presented papers at various international conferences and has several publications to his credit. He has also attended workshops on Total Quality Management and Quality Improvement. He is keenly interested in Real Estate Valuation and General Insurance survey related areas.

Co-authors- Mr.Asish O. Mathew & Dr.Lewlyn L. R. Rodrigues, Manipal Institute of Technology, India

Best Practices Concurrent Session D Presentation D5
Role of Process parameters on Knowledge Management System
Performance: A System Dynamics Approach for Business Excellence

Purpose – Today’s organizations have realized the necessity to focus on their knowledge assets for ensuring business excellence and sustainability in a globally challenging environment. Knowledge Management (KM) deals with managing of knowledge assets which are capable of enabling the organization to improve their performance, in today’s knowledge economy. The three important dimensions of KM are People, Process and Technology. This paper focuses on the ‘process’ dimension of the Knowledge Management (KM) initiative in a typical Information Technology (IT) sector, and studies how the associated variables affect Knowledge Management System (KMS) performance, which in turn results in business performance.

Design/methodology/approach – Literature review is performed to identify the Critical Success Factors (CSFs) of KM and then the CSFs are classified based on the dimensions- People, Process, and Technology. The CSFs belonging to the Process dimension are identified as: KM organization & processes and KM Metric & incentives. A System Dynamics (SD) model is developed considering the interdependence between CSFs, and the influence of the variables belonging to the process dimension of KM are varied dynamically, to study the KMS performance, in conjunction with the other success factors.

Findings – The simulation results emphasize the importance of timely adoption of KM organization & processes for a knowledge oriented business performance, and the need for it to be looked into in the very infant stages of KMS implementation. The leverage offered by KM incentives, on improving KMS performance, is also revealed by this research.

Research limitations/implications – This research is focussed on the IT sector, and the current SD model can be adapted for other business environments, by customization.

Practical implications – The paper gives insights for the business managers on how to handle the process dimension of a KMS in consideration with the other enabling factors of KM.

Originality/value – Research model is developed based on the KM literature and the simulation results & findings would add value to the KM body of knowledge.



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14-17 OCTOBER 2012, COLOMBO - SRI LANKA

SPEAKER



Mr. Hoang Duc Thao
Chairman cum General Director
Ba Ria-Vung Tau Urban Sewerage and Development
Company (BUSADCO)
Vietnam

Mr. Hoang Duc Thao is the Labour Hero - General Director of Ba Ria - Vung Tau Urban Sewerage and Development Company (BUSADCO).

Co-presenter- Ms. Hoang Thi Minh Trang, Manager of Technical Department of BUSADCO Technological and Scientific Company

Best Practices Concurrent Session C Presentation C6**Application efficiency of Busadco scientific and technological products in the fields of technical infrastructure systems and environmental protection in Vietnam**

The technical infrastructure system is the factor that plays an important role and builds the foundation for sustainable development. However, the technical infrastructure in urban and rural areas of Vietnam has been showing many weaknesses and inadequacies. Starting from the actual conditions, Busadco has bravely selected and applied scientific and technological advances in experimental research and practical application of products used in the fields of technical infrastructure and environmental protection. Especially, the technological line of manufacturing precast reinforced concrete products with thin walls allows producing wide variety of categories and shows many advantages: using less materials, reducing transport costs and construction time on site, suitable to all terrains, ect.

Busadco's products have gained customer's trust, built strong brand and been applied widely because they have solved practical problems, been calculated and designed to be fully accordance with actual conditions of geology, hydrology, customs and practices of Vietnam. Many products can compete with similar foreign products with much lower costs. To create the belief for the users, all products of Busadco were issued the Certificate of appropriate technology solution by Ministry of Construction and were protected the copyright by Intellectual Property Department. At present, Busadco is one of leading companies in the field of sewerage system in Vietnam. Within 10 years, Busadco has opened 5 factories over the country and Busadco's products are widely applied in 45/63 provinces and cities of Vietnam.

On the way of development, Busadco has faced to difficulties and challenges such as the degradation of sewerage system, environmental pollution, strict regulations on attracting ODA funds, the economic recession. However, Busadco has constantly strive to improve its own products and services to catch opportunities and potentiality of business development. At present, Busadco is the sole unit are assigned missions by Provincial People's Committee on the management, construction, operation and maintenance of drainage system and wastewater treatment in entire area. Busadco's products have been widely known by agencies, investors, companies and consultants and highly evaluated with awards at home and abroad.

As a leading company specialized in providing public interest services and products, Busadco make target of covering the entire domestic market by 2015 and initially exporting. The Company's primary business orientation in the near future is to implement the customer-oriented policy and product development strategy with the motto "Urban civilization - Clean Streets - Efficiency - Productivity - Quality"; continually research and create superior products to satisfy the increasing demand of the society and infrastructure development.



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14-17 OCTOBER 2012, COLOMBO - SRI LANKA

SPEAKER



Dr. Charles Aubrey

Chairman

Asia Pacific Quality Organization

Vice President Quality and Performance Excellence

Anderson Pharmaceutical Packaging

USA

Charles Aubrey is currently Vice President Quality and Performance Excellence and is a Master Black Belt at Anderson Pharmaceutical Packaging a subsidiary of Fortune 500 AmerisourceBergen Corporation. He was formerly President and is now Chairman of the Asia Pacific Quality Organization and their Representative to the World Alliance for Quality. In addition, Charles is an Academician and Vice President of Conferences for the International Academy for Quality.

He formerly held Vice Presidential positions at Sears Roebuck & Co., American Express Corp., J.P. Morgan Chase and Bank America. Charles worked as Vice President Consulting for ten years, the majority of the time with Dr. Juran at the Juran Institute. He is a former President and Chairman of the American Society for Quality and is also a Fellow of ASQ. He was a Senior Examiner for the Baldrige Performance Excellence Program for four years and is a retired Captain from the United States Navy.

Chuck is the 2006 recipient of Harrington/Ishikawa Medal for his extensive contributions of quality education and implementation in Asia. He received the Shanghai Magnolia Quality Contribution Award in 2007 for significantly assisting the development of quality in China. In 2010 he was awarded the Yoshio Kondo Academic Research Prize Medal. In 2011 he was awarded the Lancaster Medal by ASQ. He is an Honorary Member of the Argentine Quality Association and the Philippine Society for Quality. Chuck is on the Advisory Board of the Hamdan Bin Mohammed E-University in the United Arab Emirates.

He has written two books, Quality Management in Services and Teamwork-Involving Employees in Quality and Productivity. He has also written chapters in six other books, most notably in Dr. Juran's Quality Management Handbook. He has published over 100 articles and papers that have been translated into a variety of languages including English, Spanish, Italian, Portuguese, Chinese and Arabic.

His undergraduate work was completed at Lewis University in Chicago and graduate and post graduate work at DePaul University also in Chicago. Charles was an Adjunct Professor at DePaul University and Loyola University, both in Chicago and the University of Wisconsin, Madison.

Best Practices Concurrent Session D Presentation D6
SME's Innovate to Create the Future

The six sigma approach to managing, assuring and improving quality has taken on world-wide proportions. Six sigma is effectively the best practices that have emerged from a combination of past techniques and approaches such as Statistical Process Control, Total Quality Management, Quality Circles, Participative Management, Management By Objectives, Toyota Production System and others. The great difference is that these best practices have been codified into a “body of knowledge” that so far, has been standardized world-wide. These are commonly know as yellow belts, green belts, black belts, master black belts, champions and sponsors.

Keys to an effective six sigma process are in the details of how it is practiced. It uses five steps called DMAIC or Define, Measure, Analyze, Improve (Implement) and Control. Within these steps are important approaches. These include clearly defined roles and a supporting infrastructure that is integrated into the leadership process of the organization.

Strategy and customer needs prioritize the improvement opportunities that are necessary and critical-to-quality (CTQ's) elements determine what level of performance improvement must reach.

Lean manufacturing also known as the Toyota Manufacturing System has had a dramatic effect on Toyota Motors the largest auto manufacturing company (in volume sold) and the most profitable. The process is also know as lean enterprise, it has brought together all of the “lean” concepts developed around the world. Incorporating the eight wastes, six losses, 5S, Kaizen, TPM, pull system, error proofing, kanban, SMED, standardization, just-in-time, work load balancing and of course value stream mapping with identification and elimination of non-value added activities.

These two approaches, six sigma and lean can have powerful results when blended or practiced together in SME both in service or manufacturing organization. The keys to success in SMEs will be explored from deployment to implementation to sustaining the process and building a great future. A case study and real examples will be discussed. For smaller companies the blending of these best practices is the roadmap to excellence, future performance and growth.



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TEAM EXCELLENCE CASE STUDIES

Best Practices Concurrent Session C Presentation C7

Case Study 7- Compressing 100% the Deviation of Kiln Capacity to RKAP 2010 at Tuban III Plant in 5 Months

TMM Kusuma – PT Semen Gresik, Indonesia

Best Practices Concurrent Session D Presentation D7

Case Study 8-Make Gold Standard Solution as an Alternative from Gold Standard Solution Merck (Imported Products)

SGA Paten – PT Aneka Tambang, Indonesia

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KEYNOTE SPEAKER



HE Lt General Dahi Khalfan Tamim
General Commander of Dubai Police
Dubai

Commander in Chief, Dubai Police.

- Chairman of the Council of Police Commands
- Member of Dubai Government Executive Board.
- Chairman of the Security & Justice Committee (The Executive Board of the Emirate of Dubai.)
- Director of Security and Justice (Ministry of Interior) - Federal Security
- Head of the Disaster & Crisis Team of Dubai.
- Head of steering committee of labour's crisis
- Emirate of Dubai
- Head of The Dubai Appreciation Award for Community Service.

History of Quality in Dubai Police

Dubai Police has, over the last 10 years or so, taken lead in not only applying TQM principles in policing and support activities but has also been extremely proactive in sharing its humble but effective experience with quality implementation with other police forces in the Arab World. The level of passion, enthusiasm and belief related to the importance of TQM within Dubai Police's leadership team has encouraged them to launch a newsletter which is edited within the TQM department and which is published and distributed throughout the Arab World on a regular basis. The response to this initiative was overwhelming, the initial printing run was 5000 copies, which got increased to 10,000 copies and the demand for more copies was still overwhelming. People were still thirsty and avid to know more about TQM generally speaking and in the context of policing more specifically.

Dubai Police is also with police forces from all around the middle east in order to disseminate the culture of quality and excellence. This comes from the leadership and specifically His Excellency Lt General Khalfan's strong belief that Dubai police Success should be transferred to other police forces in the Arab world.

Dubai Police is at present time overwhelmed by requests for either visits, seminars or lectures from all around the region, to the extent that and in order to deal with the huge amount of request a special section had been set in order to process all requests and coordinate them.



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14-17 OCTOBER 2012, COLOMBO - SRI LANKA

MODERATOR



Mr. Harnek Singh
Vice-President,
Director Business Excellence
Singapore Technologies
Engineering Ltd
Singapore

Harnek is currently Vice-President and Director, Business Excellence with Singapore Technologies Engineering Ltd. He is involved in introducing and sustaining the relevancy of the Business Excellence Standards, the QMS/EMS/OHS standards as integrated Management Systems Standards in ST Engineering Group. He is the current Chairman, of the National Quality Management Technical Committee (ISO 9000 QMS) and member of the National Management System Standards Committee (MSSC) and represents Singapore on the ISO Strategic Advisory Group for Management System Standards. .

Harnek is a National Business Excellence Lead Assessor, a trained Baldrige Examiner and GPEA Examiner He has been involved in training National BE Assessors and BE Consultants in Singapore and is also on Asia Productivity Organisation and Asia Pacific Quality Organisation's list of technical experts for business excellence. He was instrumental in facilitating ST Engineering's attainment of the Singapore Quality Award in 2002, Singapore Innovation Excellence Award in 2003, IAPQA 2005, the inaugural Singapore Quality Award with Special Commendation in 2007 and the Global Performance Excellence Award (GPEA) – World Class in 2011.

Plenary Session 3**Strategies & Approaches for Productivity, Innovation, Performance Excellence & Superior Customer Experience****Customer Experience**

In today's global markets, customer experience has become a key business differentiator—yet delighting customers is not always easy. Achieving such customer experience strategy requires several key things: innovation, leadership, transparency, performance accountability, and aligning all departments around their impact on the customer experience. Thus by adopting effective strategies and approaches for Innovation, Productivity and Criteria for Performance Excellence companies can succeed in their customer experience initiatives. On the other hand, research shows that 86 percent of consumers said they would be willing to pay more for a better customer experience. The result: enhanced productivity, customer loyalty, improved revenue, enhanced bottom-line profitability, business growth and sustainability.

Innovation

Your approach to innovation will depend on the company's business strategy, capability and market understanding, as well as how much finance is available. Some approaches to innovation to focus on include: continuous product and process improvement, improving your product design, upgrading your business model - for example, by offering complementary services or products, using new technologies to add value to an existing product or service, exploiting a new technology to create a new product, service or business.

Productivity

While Six Sigma, Lean, Lean Sigma, EVA, CIP, IQC and other productivity improvement approaches continue to yield benefits in manufacturing, service and supply chain optimization, best-in-class companies also apply such process improvements to other transactional business functions such as sales, marketing, customer service and R&D. Process improvements in these areas aim to drive bottom line growth in key business areas: quality improvement, cost reduction, cycle time reduction, cash flow improvement, human effectiveness improvement, new products & innovations, and sales & market growth, all of which impact customer experience and customer delight.

Performance Excellence

Performance Excellence is about you! Because it is about survival and sustainability in the marketplace with a high-performing organization. The comprehensive analytical approaches referred to as the Baldrige Criteria, is very well-suited for evaluation and sustainable improvement of business management and operations holistically.



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PANELIST



Dr. Charles Aubrey

Chairman

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Charles Aubrey is currently Vice President Quality and Performance Excellence and is a Master Black Belt at Anderson Pharmaceutical Packaging a subsidiary of Fortune 500 AmersourceBergen Corporation. He was formerly President and is now Chairman of the Asia Pacific Quality Organization and their Representative to the World Alliance for Quality. In addition, Charles is an Academician and Vice President of Conferences for the International Academy for Quality.

He formerly held Vice Presidential positions at Sears Roebuck & Co., American Express Corp., J.P. Morgan Chase and Bank America. Charles worked as Vice President Consulting for ten years, the majority of the time with Dr. Juran at the Juran Institute. He is a former President and Chairman of the American Society for Quality and is also a Fellow of ASQ. He was a Senior Examiner for the Baldrige Performance Excellence Program for four years and is a retired Captain from the United States Navy.

Chuck is the 2006 recipient of Harrington/Ishikawa Medal for his extensive contributions of quality education and implementation in Asia. He received the Shanghai Magnolia Quality Contribution Award in 2007 for significantly assisting the development of quality in China. In 2010 he was awarded the Yoshio Kondo Academic Research Prize Medal. In 2011 he was awarded the Lancaster Medal by ASQ. He is an Honorary Member of the Argentine Quality Association and the Philippine Society for Quality. Chuck is on the Advisory Board of the Hamdan Bin Mohammed E-University in the United Arab Emirates.

He has written two books, Quality Management in Services and Teamwork-Involving Employees in Quality and Productivity. He has also written chapters in six other books, most notably in Dr. Juran's Quality Management Handbook. He has published over 100 articles and papers that have been translated into a variety of languages including English, Spanish, Italian, Portuguese, Chinese and Arabic.

His undergraduate work was completed at Lewis University in Chicago and graduate and post graduate work at DePaul University also in Chicago. Charles was an Adjunct Professor at DePaul University and Loyola University, both in Chicago and the University of Wisconsin, Madison.

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14-17 OCTOBER 2012, COLOMBO - SRI LANKA

PANELIST



Dr. P K C L Jayasinghe

**Director
General Hospital
Ampara
Sri Lanka**

Dr Jayasinghe is the Medical Superintendent (CEO) of General Hospital- Ampara. Holder of MD (General Medicine), MSC (Medical Administration), MSC (Disaster Management) and Diploma in Quality Management. Engaged as the Head of the General Hospital Ampara - Sri Lanka to improve the patient care and safety of the hospital and the entire district. The Hospital won National Quality Award (Service Sector) 2006 and National Productivity Award (Service Sector) 2005 and subsequently APQO Award under the leadership of Dr. Jayasinghe.

Plenary Session 3**Strategies & Approaches for Productivity, Innovation, Performance Excellence & Superior Customer Experience****Patient satisfaction Survey among the patients using outpatients' department facilities at the General Hospital Ampara Sri Lanka - year 2011****Introduction**

Patient satisfaction is one of the most important quality assessment criteria by which service provision by a busy unit of a hospital like outpatient department could be assessed and this information could be important in improving the existing facilities of the hospital.

Objective

To identify the level of patient satisfaction & dissatisfaction with the service received by patients attending the outpatient department of the Ampara general Hospital Sri Lanka.

Method

30 patients per day during the weekdays excluding Saturdays, Sunday & Public Holidays were randomly selected over a period of 14 days. A total of 384 patients were surveyed by a self-administered validated questionnaire having a Likert-type scale and assistance given when required.

Results:

68.5% (263/384) were women majority 72.5% (295/384) were between 19-54 years of age. 96.5% (394/384) were visiting the hospital for more than one occasion. 43.38% were coming from within a radius of 1-10 km. Patients were satisfied with many aspects of the services provided but 1.7%, 4.1% & 3.4% of patients said that the attention they received was poor from the doctors, nurses & supportive staff respectively. Only 5% were not satisfied about the way they spent time at the OPD. None of the patients said that the common facilities available for them were poor and only 7.6% said that they would not recommend the hospital to another person.

Conclusion

Majority of the patients visiting are satisfied with the services they receive at the OPD of GH Ampara. These services include attention they received from health care personnel, the treatment received, health education, time management, and the common facilities availability. There is still room for improvement, for an example, by increasing the attention given by supportive services personnel, Nurses & doctors when they see patients at the OPD.



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KEYNOTE SPEAKER



Acn. Shan Ruprai JM

President

Asia Pacific Quality Organization

National Chairman

Australian Organization for Quality

Chairman

Australian Institute of Business Improvement

Australia

Acn. Shan Ruprai JM is the President of Asia Pacific Quality Organization, National Chairman of the Australian Organisation for Quality, Chairman of the Australian Institute of Business Improvement and senior advisor to the Executive Board of Directors of AOQ NSW Australia. He is a Councillor of Standards Australia. Shan is Board member of the Accreditation review of Joint Accreditation System of Australia and New Zealand/JAS-ANZ.

Shan is on the Editorial Review Board of the Asian Journal on Quality and board member of the Zee School in India. He is a Judge of the Global Performance Excellence Awards.

He has also served on the advisory boards of International Certification Bodies. He was the guest of Honour for TATA education awards in India.

He was the Chairman of WSAA-QAN (37 major government owned water utilities of Australia) for 10 years. Shan is part of team in revising the current ISO Standard 9001 other international standards. He had active input in designing and implementing the NSW (Australia) Government Quality Assurance Policy that was launched by the Deputy Premier. He was advisor to the NSW (Australia) Government Premier for Public Sector Awards.

Shan has in-depth experience both in public and private sectors specialising in Quality, Risk Management, Contract Law, OHS&R, EMS, Lean, Six Sigma, Process Re-engineering, Corporatization, Restructuring, Best Practice, Benchmarking, Business Excellence Awards, Baldrige Award, Balanced Scorecard, Business and Strategic Planning.

Shan has delivered many papers on a variety of management topics. Shan's achievements have been acknowledged in the media with over 89 publications translated into many languages and live interviews on television. Shan is a Juran Medallist and the Companion of IAQ.

Business Excellence Strategy to Halt Challenges to Quality Management

The author discusses where the quality profession has gone wrong, what the current challenges are and how to address these with an innovative strategy. He looks at the history of the quality management standards, their birth and reasons for internationalisation. He compares Sri Lanka's quality management statistics to international trends and their ongoing survival in the globalized economy.

The author will provide insight into where the quality journey has gone wrong, how to improve it and bring it to life without going into the operating theatre.

The quality profession must change itself to lead in this financially venerable global economy. Ethos or cultures are more important part of quality than ideology and rule. The way we treat one another, the way we process change and the way end to end value is added to the organization as a whole, are important part of quality management.

The quality profession has been crueller to itself in most parts of the world than some of its most committed enemies. An attack dog is not the role of the quality profession, but to help heal any divisions in the organization as an emollient to help people settle down to make a modest contribution to avoid sliding into a non competitive business. Quality profession must acquire new skills to shape the organization's future.

The author will outline an innovative business excellence strategy where quality management plays an important role in building a healthy organization.



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SPEAKER



Dr. (Mrs) Vineeta Kamran
Principal
City Montessori School
Lucknow
India

Dr. (Mrs.) Vineeta Kamran (M.A., M. Phil. Ph.D., English) has emerged as a dynamic academician and has been the Principal for the last Twenty Years. She is also the Founder – Principal of City Montessori School & Degree College, Kanpur Road, Lucknow.

Dr. Kamran has been trained by QCI International, USA and has travelled widely all over the World to visit various educational institutions. She has also attended & conducted various seminars, conventions, training programmes in India and abroad on TQM and QCCs. The first school student QC-Jai Jagat was started in her school and she was the Convenor of **the First International Convention on Students Quality Control Circles, ICSQCC'97 at Lucknow**. She has been the spirit behind launching the **International QC Academy and Human Excellence Research Center** within her college which is affiliated to QCI International, USA and is also the Executive Director, World Council for Total Quality and Excellence in Education (WCTQEE). She has also initiated the opening of the **Council For the Education in World Citizenship (CWEC), India Chapter** at her college for the promotion of Peace and the Human Rights Education. Of late, she has also initiated the setting up of the trends towards **global morality and Human Rights** in association with the UK based website www.globalmorality.org backed by Human Rights Activists.

She was honoured with the **Best CEO Award** of the Nation for the year 1997-98 by Quality Circle Forum of India, for promoting QCCs among the students at the National and International level. She was also nominated for the **Woman of the Year 2000 Award** by the American Biographical Institute, Inc. Dr. Kamran is also on the Board of Directors of Quality Circle Forum of India since the year 2001. She is also a visiting Faculty for the **Asian Productivity Organization**. Recently she has been appointed as the **visiting fellow for the Kingston University, London, UK** for imparting modules on Total Quality Management and Educational Technology. She has been the President for the All India Principal Association of ISC Schools in the year 2004. Her college has been awarded the ISO-9001-2000 certification for "Providing Education from Montessori to Degree Level". Another achievement to her credit is the UNESCO Peace Prize to City Montessori School for the year 2002. This makes CMS the only School in the World to have achieved this honour ever. Her school has also figured as the State level Award Winning Nomination received from State / UT Govts. Department of Information Technology, Govt. of India, of Category 'A' schools (Private / Govt. Aided schools) from the state of Uttar Pradesh for the year 2003.

Also as one of the active members of the **American Society of Quality (ASQ)**, she is involved in initiating Quality Trends in Education through International Training sessions on a regular basis.

Plenary Session 4 - Quality for Next Generation

Total Quality Management in Education: An Initiative to Develop Total Quality Person

An old saying from the ancient Indian scriptures says that the biggest wealth we can pass on to our children is the wealth of knowledge and wisdom as it can never be taken away. However, all over the world, what we have been pursuing and imparting is dissemination of knowledge, but the wisdom part has been ignored and forgotten. This mismatch between the school system and child's inner needs has sometimes been manifested in unfortunate incidents of violence, delinquent and antisocial behavior, and receding respect for teachers and parents.

Time has come when schools must realize their moral responsibility to provide an atmosphere for spiritual, mental and physical growth of the children besides academic excellence. The school must take on the role of parenting the child, giving the right kind of wisdom to go through the crisis of growing up, develop positive attitudes and personalities and prepare and empower them to face the challenges of the world.

The school must take on the role of parenting the child, giving the right kind of wisdom to go through the crisis of growing up, develop positive attitudes and personalities and prepare and empower them to face the challenges of the world.

It is also the duty of the school to continuously develop and adopt to the new ideas and techniques the emerging trends in teaching and education which meet the needs and demands of the society. The school has to become the lighthouse showing the path.

Schools have to be viewed as the lighthouse of society. School is a reflection of society, not just as it is but as it should and could be. We must agree that fundamental changes can come in the society through education only. School is the formation ground where a nation builds its people and shapes its ideologies. Therefore school is the place where the standard should be both set and met. In fact, the Quality of education in our Schools shall determine the Quality of our world tomorrow.

In the fast paced world today, the only thing which is permanent is change. The intense competitive challenges of the life, challenge everyone, everywhere. In order to excel and come out as winner under the changing circumstances, schools must adopt and keep abreast with the modern management techniques in education. The TQM and KAIZEN philosophy have to be the guiding forces in our schools. A School cannot have TQM without the right foundation of TQP. The purpose of TQM in education is to make teaching- learning and living more exciting, satisfying and enriching experience for everyone. Its method is to offer a guiding theory, a language of transformation and a practical means to accomplish its slated purpose. This will help to provide holistic education and right environment in our academic institutions and schools and shape the attitudes, habits and personalities of the children and transform them into Total Quality People, Total Quality Citizens and Total Human Beings.

INDUSTRIAL VISITS

17th October 2012

8:45 am to 12.30 pm

IV1: Pathway to Excellence

Hosted By: Maliban Biscuit Manufactories (Pvt.) Ltd.

Maliban Biscuit Manufactories (Pvt) is a leading biscuit manufacturing company in Sri Lanka, founded in 1954. Their main strength is the ability to manufacture high quality biscuits and other related products to a wide range of market segments not only in Sri Lanka but also to more than 25 countries across the globe. They have a world class infrastructure which includes most modern machinery and equipment. Their manufacturing processes are well planned and maintained by competent personnel with multi skills. The company mission is to win the hearts and minds of all consumers by delivering food propositions with exceptional quality, safety & value whilst being environmental friendly and socially responsible through enhancing employee motivation and offering optimum value to all their stake holders.

Maliban has made a considerable contribution to the nation by providing biscuits with nourishment at affordable price and earn a lot of foreign exchange to the country. They have launched several society development services as a requirement of their company societal responsibility policy. They have also established a corporate plan to gear them to compete with the leading biscuit manufacturing organizations in the world within the next few years.

In the recent past they have won several national & global awards for achieving business excellence which includes National Quality Award of Sri Lanka in 2010, Superior taste award of the International Taste and Quality Institute in 2010, Asia Pacific Quality Award - best in class 2011 and Global Performance Excellence Award - best in class in 2012.

IV2: Excellence in Education & Training

Hosted by: Colombo International Nautical and Engineering College

Colombo International Nautical and Engineering College (CINEC Maritime Campus), is a leading higher education & training institution in Asia, nestle in the picturesque suburbs of Malabe, Sri Lanka. Established in the year 1990 CINEC bears the unique distinction of certification to four internationally recognized management systems. CINEC is the only winner of the Sri Lanka National Quality Award for three consecutive terms of 5 years, which no other organization in Sri Lanka has achieved yet. CINEC won the International Asia Pacific Quality Award – 2010 - Best in Class – Education Organization, and became a winner of World Class - Global Performance Excellence Award - 2012 – Education Organization.

The campus is supported by a world class infrastructure with state-of-the-art modern navigation & other simulators, (not found anywhere else in Sri Lanka), series of laboratories, fully fledged workshops, and considered to be superior, catering to the ever growing needs and demands of the global market. CINEC offers internationally recognized degrees affiliated with foreign universities in the United Kingdom, Australia, United States of America, and China.

CINEC will continue to demonstrate the ability to develop worthy and productive men and women by facilitating quality education and training leading to gainful employment.

IV3: Sustainability – Extended beyond compliance **Hosted by: “Mihila” Hirdaramani Group’s eco-friendly factory**

With a fully integrated infrastructure encompassing manufacturing, product development, design, printing, embroidery, washing and packaging, Hirdaramani is a one-stop shop for the apparel industry.

Opened in 2008, ‘Mihila’ - meaning Earth - is the Hirdaramani Group’s first ‘eco-friendly’ factory and it is also awarded as the first newly built eco-friendly Apparel factory in the world awarded by US Green Building Council. The factory has been designed to echo the Hirdaramani approach to sustainability that has always extended beyond compliance to focus on the company’s responsibility as a corporate citizen.

The factory focuses on three key areas - energy conservation, water conservation and waste management. The innovative approach at Mihila has given rise to several firsts at the factory. These include the first industrial scale production of ‘upcycled fashion’, the F&F brand for Tesco, one of the first factory to introduce LED task lights and one of the first to have a biodiversity refuge on its premises.

Creating a culture of sustainability and reiterating to the young that being responsible and successful aren’t mutually exclusive, the workings of the green factory are presented to the public, especially school children. Regular parties of students are entertained on field trips to Mihila, where they are given unique insight into the world of eco-friendly manufacturing.

Mihila has received several international awards such as the LEED Gold –First Apparel factory in the world to win under new construction (Leadership in Energy and Environmental Design,) and a National Energy Efficiency Award Gold in 2010. Recently Won the Carbon Neutral Award (First in Asia under Apparel category)

IV4: Productivity and team work for business excellence **Hosted by: Hemas FMCG**

Hemas FMCG is part of Hemas conglomerate, a diversified company in business for over 60 years and is a leading personal care manufacturer in Sri Lanka. Hemas FMCG has a fully equipped and modern state of the art manufacturing facility manufacturing products ranging from creams and lotions to toothpaste, shampoos, talcum powder, colognes, soap, baby diapers and sanitary napkins. These products cover total baby care, oral care, skin care, hair care, personal wash and personal hygienic categories.

Hemas FMCG is an ISO certified facility, perfect with the Japanese 5-S system and successfully obtained total employee contribution towards organisational development through the Kaizen system and through other functional teams including the Cross Functional Teams. Its labour productivity and production efficiency is at its highest owing to the excellent manpower planning system, the effective employee relations management and the constant training & development of the staff. Hemas FMCG consider both the health & safety of the employees as well as good manufacturing practices are the top priorities.

A vital part of their success in competing with international brands is the maintenance of high quality standards. This is made possible by a fully equipped R&D laboratory, an on-going quality assurance programme, and technically qualified and trained staff that are constantly provided with capability enhancement programmes.

Hemas FMCG is a National Quality Award winner and GPEA winner in 2011.



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About The Organizer



SRI LANKA ASSOCIATION FOR QUALITY

Sri Lanka Association for Quality (SLAQ) established in 1994 is the premier professional body on quality in Sri Lanka and its mission is to promote awareness of quality nationwide in building of a strong and vigorous national quality movement. Through initiatives such as seminars, workshops, conventions and exhibitions SLAQ endeavours to reach all sections of the community with the message of quality.

SLAQ was established to meet a long felt need of the escalating demand for the corporation of industry, business and services to improve the quality vis-a-vis the rapid industrial and commercial growth Sri Lanka had been dreaming of for some time. It is a not-for-profit organization and a respected contributor to policy issues at a national and international level. It has maintained its unique position of independence from commercial or vested interests and embraces all quality models, philosophies and standards that help an organization improve performance.

A key area addressed by SLAQ is to promote quality among school children with the intention of building better society.

For more information please visit www.qualityassociation.org/www.quality.lk



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About The Organizer



ASIA PACIFIC QUALITY ORGANIZATION

The Asia Pacific Quality Organization is an autonomous, non-political, non-profit, scientific and technical organization domiciled in an Asia Pacific region. Asia Pacific includes countries in Asia and those located near the Pacific Rim (Eg. Canada, US).

APQO's Vision is to be recognized as the universal prime mover in terms of continuously improving the quality not only of goods and services all over the world but also the quality of life of its people.

APQO's major objective is to become an Asia Pacific scientific and technical association, whose country organization and individual memberships are jointly working towards the goal of achieving continuous quality improvement of goods and services. The objective is to be achieved through efficient organization, promotion and development of appropriate means to meet with other associations, institutions, groups and individuals concerned with and/or engaged in work related to quality improvement of goods and services. To date, APQO is listed in the World's Selected Quality Institutions.

To date, APQO has successfully led the promotion of yearly international conference in the Asia Pacific. Sharing of scientific and technical advances in quality is done through these Conferences and at APQO annual meetings hosted by Core Council Member Countries.

For more information please visit www.apqo.org

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