

“
PURSUING
EXCELLENCE TO
OVERCOME
CRISIS
”



INAUGURAL APOO VIRTUAL CONFERENCE 2020

19 October 2020

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Mangalika de Silva

President, APOO, Sri Lanka

Dear Participant

Greetings from APOO!

I am delighted to extend a very warm welcome to you for this Inaugural APOO Virtual Conference.

The theme of the conference is “Pursuing Excellence to Overcome Crisis”.

In today’s uncertain environment across the world due to Covid-19 Pandemic, it is critical for organizations to adopt new approaches and to build new capabilities to overcome unprecedented challenges and ensure business sustainability.

We are bringing together some industry experts to share their insights and best practices at this Virtual Conference. We have one keynote address and 17 presentations under the conference theme.

We invite you to take maximum from this valuable learning opportunity.

Even though, we are unable to hold our regular International Conference as planned, we are looking for a much more major influence through this year’s virtual conference.

I wish all the participants a successful conference.

Mangalika de Silva
President
Asia Pacific Quality Organization



Dr H. James Harrington

Official Advisor Life, APQO, USA

In the book, Tech Trending, Dr. Harrington was referred to as “the quintessential tech trender.” The New York Times referred to him as having a “...knack for synthesis and an open mind about packaging his knowledge and experience in new ways -characteristics that may matter more as prerequisites for new-economy success than technical wizardry”.

William Clinton, Past President of the U.S., appointed Dr. Harrington to serve as an Ambassador of Good Will.

Past presidents from the board of ASO and IOO. And a founding member of APQO and a founding President of APQO.

TIME - Total Innovation Management for Excellence

Well, it's about time for TIME (Total Innovation Management Excellence). TIME is a methodology that is designed to take advantage of the most positive aspects of each of the best practices that the various functions within the organization are promoting. TIME blends together key parts of these methodologies in a manner that demonstrates to the individual stakeholders that the culture of the organization is primarily focused on improving performance and value-added to each of the stakeholders. The six tiers of the innovation pyramid are as follows: (see Figure I.3)

- Tier I – Value-added to Stakeholders (the Foundation)
- Tier II – Setting the direction
- Tier III – Basic Concepts
- Tier IV – Delivery Processes
- Tier V – Organizational Impact
- Tier VI – Shared Value

TABLE I.4 Typical Promised (Projected) Savings

Function Methodology	Budget Savings	Increased Profit	Finance	Activity-Based Costing
20% Manufacturing Engineering Automation	25% Human Factors	Total Resource Management	30% Product Engineering Innovation to expanded product lines	45% Information Technology New software packages
20% Quality Assurance	TQM Cycle time/costs reduction	Introduction to TIME	25 To accomplish this, TIME uses 16 key building blocks to construct an organizational profile designed to consider all of the individual stakeholder desires. These building blocks are strategically aligned with each other to increase the organization's innovation, creativity, efficiency, effectiveness, and adaptability.	



Shan Ruprai

Past President APOO (2007-2015), Australia

Com. Shan Ruprai JM has over 30 years in-depth experience at the senior executive level both in government and private sectors in Australia, specialising in restructures, re engineering, financial management, business and strategic planning, governance, corporate quality, risk management, corporatisation, outsourcing, privatisation, international benchmarking, Australian and International business awards for governments and the private sectors, 360 degree reviews, tender board, probity management, investigations, international auditing, best in class frame work for risk, work health safety, environment measurement and reporting. Shan is Senior Jury member of the Department of Prime Minister and Cabinet Dubai. Jury to the Prime Minister of Dubai ADAEP UAE since 2016. He is Director General ANZ for World Council for Total Quality Education since 2014. He is mentor to the NSW Government Safety Regulator since 2016. Shan is Companion of the IAQ.

Shan is decorated with the prestigious International Juran Medal (JM) for his services to the Australian Public and Private sectors and many other national and international awards and winner of the NSW Government Safety Regulator's Individual Innovation Award for the Best Safety Strategy and winner of the AAPA 2019 innovation award for the Design & Accreditation of the Chain of Responsibility Framework for legal legislative requirements. Shan holds Director's membership with the Directors Institute of Australia. He is the Chairman of the Australian Institute of Business Improvement. Held advisory position with the NSW Government Public Sector Efficiency Awards.

Shan held Senior Executive Services positions with the Australian Department of Premier and Cabinet, NSW Government Finance Department, Sydney Water Corporation, Department of Housing, Australian Department of Defence, Accreditation Review Board member of JAS-ANZ (Australian & New Zealand Governments Regulator) International Standards Certifications, Chairman of WASOAN (Network of 32 major Water Authorities of Australia), Chairman of the Australian Organisation for Quality NSW, was President and International Judge of APOO (19 Asia Pacific Quality Organisations for 9 years). Shan was guest of honor for TATA Dr. JJ Irani Awards in Jamshedpur and delivered compliance master classes to Dubai police and Montessori School. He is certified international ICAM investigator and international senior auditor.

Shan's achievements are noted in Google and many other search engines.

New challenges for Quality Management & Leadership during Crisis

REAL Quality Management strives for excellence and enhances organisational output and one's own strength. Most quality professional's ideology is that quality management should be the main success focus for the organisations. It is OK, however past financial crisis and recent COVID-19 events encountered shed a different light.

COVID-19 crisis in the globalised economy evince that many of our leaders are inept to manage crisis. New brave world requires re-education of leaders that can not only navigate through this complex variability but also with long term thinking and growth.

There is no place to run anymore, quality profession must learn new skills and language to manage balanced end to end successful outcomes for organisations and itself.

Author will briefly consider role of the politicians, taxes, community, life of the average CEO and their influence on quality management and quality profession. Quality professionals must get rid of the "Attack Dog" within the profession and come together as a role model, to reflect the true Leadership of Quality Management as one of the most important objectives of the profession.

The author will discuss the role of the Quality Profession in creating a new Era of Quality for the good of humankind. The quality profession must change to face the new brave world that is full of challenges and continual change. Author will provide solutions that can be adopted by the quality profession to succeed in this new Era.

**Dr. Miflora Minoza-Gatchalian**

CEO, Quality Partners Company, Ltd, Philippines

Miflora Minoza-Gatchalian PhD- CEO, Quality Partners Company, Ltd and retired U.P. full-Professor, earned her Doctorate's degree from the University of Tokyo in Japan, Masters in Statistics and BS Food Technology from University of the Philippines (U.P.) She obtained with distinction, her post-grad Diploma in Industrial Q.C. from B.I.E, Netherlands. She received Awards for Global Excellence: UPAA most Distinguished Professional; "Academician Emeritus" and Agnes Zaludova Medal from the International Academy for Quality; "Jack Lancaster Award" and rank of ASQ Fellow from the American Society for Quality; "Magnolia Award for Excellence" from Shanghai Association for Quality. She promotes "SUGOD", a culture-based approach to TQM which she and late husband Dr. Jose C. Gatchalian, developed. She is Founding President of Philippine Association of Food Technologists. Her book "Sensory Quality Measurement" is considered a "Bible" in the Philippine food industry. She is a "Life member" and Secretary-General emeritus of APOO having served APOO from its conception in 1981 until her retirement from APOO in 2004.

Development of a Quality and Food Safety Culture: An Imperative in this Pandemic

In a pandemic situation, communities become most inadequate particularly with regards to basic needs like food. It is imperative for everyone to remain safe and healthy and therefore quality (nutritious & safe) food must be made available at all times, a great challenge in an abnormal food manufacturing situation. Everyone should, thus, be concerned with PREVENTION of loss of quality to sustain customer satisfaction. It is imperative to make everyone realize the urgency to contribute to maintenance of quality and food safety at all times. When employees are trained to develop a mindset to always satisfy customers a culture of quality may soon evolve. This can be facilitated under a total quality management (TQM) environment where everyone is concerned with making quality (and food safety) a habit of providing customer satisfaction as a way of life.



Yu Guangyao

President, Shanghai Association for Quality, China

Yu Guangyao is Chairman of Shanghai Shentong Metro Co., Ltd., President of Shanghai Association for Quality and Academician of IAQ.

He holds a master's degree in engineering and business administration, and is a professor-level senior engineer. He served successively as Executive Deputy Director of Shanghai Railway Bureau and President of Shanghai Metro Co., Ltd., and is currently Chairman of Shanghai Shentong Metro Co., Ltd., President of Shanghai Association for Quality.

Led by Yu Guangyao, Shentong Metro Group won the "2015 Shanghai Quality Gold Award", "National Advanced Enterprise Special Award for Implementing Performance Excellence Model", and "First Class Enterprise in Accordance with Work Safety Standardization of Transportation Enterprise". He is the author of "Shanghai Urban Rail Networking Operation System".

Digital Transformation and Innovation: Practice of Shanghai Metro

Shanghai has the largest metro network among cities over the world. Over 700 km metro lines with 416 stations, 6000 vehicles, comprehensive and advanced E&M systems, and billions of annual passenger ridership shaped a super large metro network with ultra-high complexity.

Managing such a network, ensuring the safety and efficiency of operation, and providing high quality of on time, convenient, friendly and diversified services to passengers and residents, has brought about severe challenges and trials to Shanghai Metro.

In recent years, Shanghai Metro has been sticking to the philosophy of “Driven by quality and innovations, and striving for excellence”, promoting the digital transformation and service innovations, and repeatedly upgrading the operation service quality, thereby bringing new experience and perception to passengers. Through digital transformation to upgrade operation safety and quality, and jointly with carrying out service innovations to improve experience of passengers and residents, Shanghai Metro has undertaken great efforts and practice in the past few years.

Shanghai Metro will adhere to the concept of focusing on customers’ needs and expectations, provide quality services, and strive, via continuous digital transformation and quality innovations, to shape the metro system into a new business card of Shanghai as an international metropolis.



Patricia C. La Londe

Past Chair of the ASQ Board of Directors, USA

Patricia C. La Londe is an executive in Supply Chain Management with expertise leading teams in all aspects of supply chain including supplier quality, procurement, global sourcing, mergers, acquisitions, divestitures and integrations across diverse businesses. Pat is a Fellow member of ASQ, past Chair of the ASQ Board of Directors, and current core council member of APQO. She maintains professional certifications; Manager of Quality/Organizational Excellence (CMQ/OE) Quality Engineering (COE), and Quality Auditing (COA) from ASQ.

Risk Management – What Happened?

In 2019 I presented on Quality 4.0, one of the 3 items research indicated for why Quality 4.0 matters was Mitigation of risks. In 2017 the ASQ/IAQ research on the “Changing Competencies for Quality Professional” indicated, an increased need for change and risk management. Digital skills as well as quality principles and tools but just as critical are working effectively with teams in order to lead a culture of quality.

Quality describes the analytical approach that should be used for “making sense” out of the “environmental situation” in which the data was collected. Quality professionals can bring more value by interconnecting all of the quality principles and tools. Being at the leadership table to lead change in ERM and the culture of quality for all industries and sectors, including government, law enforcement, and the judicial systems.

A strong ERM program can provide a structure, more relevant and available reporting, and analyses of all risks. The reports are standardized and track enterprise risks that can improve the focus of directors and executive by providing data that enables better risk mitigation decisions. Bottom line it helps leadership understand the most important risks areas.

The organizations that are more prepared, that plan, and have good communication in turn, there is an increase to the value of their organizations through gains in reputation, prevention of financial losses, and investment in expanded services to benefit both the organization and the communities.



Rahmad Pribadi

President Director, PT Pupuk Kalimantan Timur, Indonesia

Rahmad Pribadi is the CEO of PT Pupuk Kalimantan Timur, the biggest fertilizer company in Indonesia. Rahmad experienced as Director and CEO in several companies such as trading, oil & gas, and fertilizer company. Rahmad holds MPA from Harvard University and BBA from The University of Texas. Besides of professional life, Rahmad also involved in many social activities through various local and international organization: The Eisenhower Fellowships, PA, USA; The Indonesian Chamber of Commerce and Industry and many more. Rahmad also earned a professional designation from the Institute of Internal Auditors, Florida, USA as a Certified Internal Auditor (CIA). Rahmad has a vision to provide maximum benefits to the environment by ensuring successful leader for the future.

Pupuk Kaltim: Sustainable Innovation and Excellent Transformation

Global economics condition currently face a serious crisis due to the COVID-19 pandemic, as is in Indonesia. In the second quarter of 2020, Gross Domestic Product (GDP) Growth is in a record low of -5,32 percent. Despite of the crisis, PT Pupuk Kalimantan Timur (PKT) believes that implementing innovation is a first big step to overcome it. By implementing innovation such as Distribution Planning Control System (DPCS), Precision Agriculture Platform for Oil Palm (Precipalm) based on Sentinel Satellite Imagery, and PKT Juara, PKT is transforming into Industry 4.0 to pursue excellent performance for the company. Furthermore, PKT initiate the implementation of Agri-solution Concept. Not only to help increasing sustainable agricultural productivity and farmer prosperity in the pandemic situation, but also to increase the economic stability in Indonesia.



Ravi Fernando

Director, Australian Organization for Quality, Australia

Ravi Fernando is known and respected globally for his leadership and work in assisting organisations to improve performance through the implementation and adoption of Excellence Models (ABEF, EFQM), Improvement Methodologies (Lean, Six Sigma, PDSA, Balanced Scorecard, Systems Thinking) and Tools (Promapp, Nintex, UIPath). He works with clients from diverse sectors ranging from aged care, through government to resources.

Ravi is passionate in his belief that a focus on Excellence and Innovation is of critical importance. He founded Thrive Plus to realise his passion. Ravi is a non-executive Director of the Australian Organisation for Quality and Business Excellence Australia. Based in Australia, Ravi also contributes to the promotion of Excellence globally through his participation in the Global Excellence Council and the ASQ Organisational Excellence Technical Committee.

A Quality and Excellence Perspective on Leadership During the Pandemic

The COVID-19 pandemic has tested leadership throughout the globe. As we learn to live with the virus, performance of individual leaders is being evaluated. Outcomes will be a key measure of success, but in many ways it is still too early to review outcomes as the pandemic continues to devastate many parts of the world. This presentation seeks to apply a quality and excellence lens to assess leadership performance by referring to Quality and Excellence Principles. Quality Management Systems and Excellence Models are all built on a common set of tested and proven Principles of leadership. These Principles have evolved over the past decades – and even centuries – to form a unified theory of leadership that can be applied throughout the world and in any sector. The wisdom contained in these Principles is not only self-evident, but also simple. A leader who makes decisions based on these Principles is likely to achieve positive outcomes that are sustainable. Ravi will use these Principles to consider key decisions made by leaders and review strategies adopted by governments and organisations during the pandemic. The focus will be on Australian examples, but some global examples will be referred to. This presentation will also explore whether Quality and Excellence Principles could be used to help communities and organisations to emerge from the pandemic. Will leadership guided by these Principles be more effective in maximising positive outcomes? Should leaders focus on applying these Principles when making decisions and guiding organisations out of the crisis?



Dr. Sid Ahmed Benraouane

Carlson School of Management, University of Minnesota, USA.

Dr. Sid Ahmed Benraouane is a thought leader with more than 20 years of experience in multiple sectors, regions, and industries. He is the Chair of the United States ISO Working Group on Innovation Management System Standard (ISO 56002:2019) and a member of the ISO/SC 42 Joint Committee in charge of developing set of international standards on Artificial Intelligence.

He advises government leaders in the MENA region on innovation and digital transformation. He is a speaker at the World Government Summit and BAIDEC/MEMTEC conference, Bahrain 2019. He also speaks at Big Data and Cloud Show (KSA), World Mobility and Autonomous Driving Show (UAE). Dr. Benraouane published two books and a contribution on Artificial Intelligence and Robotics in which he addresses the US national Artificial Intelligence strategy. Dr. Benraouane is a Certified Chief Innovation Officer. He holds a Ph.D. from the University of Minnesota and teaches at Carlson School of Management, University of Minnesota, USA.

Leading Innovation: Reflection on the Innovation Management System Standard ISO 56002: 2019

In this paper, we explore the latest Standard issued by the International Organization for Standardization, ISO 56002:2019 Innovation Management System. The paper provides a general overview of the standard and explains different sections, concepts, and frameworks, as well as the terminology adopted by the standard in defining innovation and innovation management. The paper dives into leadership, strategy, innovation policy, innovation process, and innovation operations. We also look at metrics and improvement.

The paper also explains the 8 principles of innovation and how they link to the overall performance of the innovation management system. Finally, the paper provides a brief overview of the ISO innovation standard series, made of eight standards, and explains how they relate to ISO 56002:2019 Innovation Management System. We argue that these standards adopted as a general framework, helps managers and leaders build an ecosystem that engages innovators, empower managers, and, over time, sustain the emergence of an innovation culture.



Zainon bt Bakar

Director, Organisational Excellence Development Division,
Malaysia Productivity Corporation (MPC), Malaysia

Zainon Bakar is currently the Director in the Organisational Excellence Development of Malaysia Productivity Corporation (MPC) to institutionalise excellence practices in organisations in order to move their performance to the highest level and thrive in the competitive global market.

She holds a Master of Science in Economics from the University of Illinois at Urbana-Champaign, USA in 1998 and a Bachelor in Economics (Hons) from Northern University of Malaysia in 1989.

Zainon started her career as a Trainer in 1991 and later led the Policy Research (Technology) undertaking several studies in relation to ICT. In a short stint from 2006-2008, Zainon was responsible in overseeing the capacity development of NPC workforce to meet the global challenges.

From 2009 to 2019 Zainon oversees Malaysia's competitiveness position and act as the liaison officer for Malaysia where MPC is the Partner Institute to the Institute for Management Development (IMD) and the World Economic Forum (WEF).

The Art of Staying Alive During Covid-19 Crisis - Malaysia's Experience

The presentation will start with Malaysia's economy prior to the outbreak of the Covid-19 pandemic. Malaysia's macro and microeconomic performances will be shared to show the health and resilience of Malaysia's economy amidst the slowing global growth.

This will be continued with the impact of the Covid-19 pandemic that had resulted in demand and supply shocks that emanated not only from significantly weak external demand conditions but also production constraints in many economic sectors. In the next segment, the presentation will focus on policy responses by the Malaysian government to assist the business sector to alleviate the hardships.



Sunil Thawani

CEO, Quality Indeed Consulting Ltd. Dubai, UAE

Sunil Thawani is an Author, Fellow, American Society for Quality (ASQ) and CEO, Quality Indeed Consulting Ltd. Dubai, UAE. He is International Consultant, Quality & Excellence, United Nations. Sunil has assisted many organizations in their transformation efforts using management systems approach, enhance business performance etc. His experience spans diverse industries such as Government, Banking, Digital, Family care, National Housing, Oil, Steel, Logistics, Services, Manufacturing, Healthcare etc. Sunil is recipient of prestigious ASQ Lancaster Medal for his dedication and outstanding contributions to the International Fraternity of Quality Professionals. He currently serves as Member, Board of Directors, Dubai Quality Group. He has served as Member, ASQ Board of Directors, Jury Member, Dubai Quality Award. He has the honor of meeting Prime Minister of India, U.A.E and several other Ministers from India, U.A.E., Ecuador, Lebanon, Slovenia, South Africa etc. He currently champions UN SDGs 2030. He can be contacted at contact@qualityindeed.com.

Strategies for Securing Future in Uncertain Times through Principles of Excellence & Systems Thinking

Currently businesses are craving for certainty due to high uncertainty in business environment.

Age old traditional model of “Forecast-Plan-Sell-Earn-Reinvest-Grow”, strong focus on process control, efficiencies etc. are being challenged. Organizations expect drop/ variation in sales, revenue, cash flow etc. in year 2021 due to covid-19, many new government regulations, changing customer needs etc.

Given this scenario I have been asking myself:

1. How do we secure future of businesses?
2. Will existing management models and techniques and paradigms be still relevant for use for securing the future of organizations?

To cope with current complexities & uncertainties organizations are adapting to strike a balance between predictability, efficiencies and embracing uncertainty. Need of the hour is not only to survive current situation but also to build resilient and agile organizations to secure their future.

Need for adapting and applying the principles of excellence, proven models, and standards is greater now than ever. E.g. Manage with Agility & Speed: Though concept of agility has been around for some time now but covid-19 crises has created an urgent need and importance of building agility into processes, structures, budgeting, strategy planning, decentralize decision making etc.

Similarly understanding What causes customers to buy our products and services in the given circumstances, What are the major drivers of customer experience is more important now than ever. This is another example of principle of Adding Value to Customers.

Presentation will provide 14 strategies, with examples, in line with principles of excellence to demonstrate their relevance and effectiveness for organizations to secure their future even in uncertain times.



Janardan Ghimire

Chairman, NATCM Nepal Pvt. Ltd, Nepal

Janardan Ghimire is the Immediate Past President of NOPCN (Sept 2014- 2nd Oct. 2018). He has worked UNDP in late 80' and he moved towards being a computing entrepreneur in early 90's by establishing Soft-Tech Computing Institution. He is an experienced consultant who possesses extensive knowledge and many years of experience in Quality, Environment, Food Safety, Occupational Health and Safety Management Systems, Educational Organization Management System, Information Management System. He is a guest lecturer and model lecturer in colleges, lead auditor and tutor for quality, environment and occupational health and safety. He has contributed at the international arena to advocate learning and sharing quality practices as an author and speaker in ANO congress and APOO international conference. ANO Congress 2017 was successfully concluded under his leadership in Nepal as the host country. He has represented in APOO as a core council member in 2018 and Board Member of ANO in Tokyo in 2019 and 2020.

The Effectiveness of ISO 9001 for Service Companies Performance in Nepal

The study analyze an effectiveness of the ISO 9001 – QMS in service sectors companies in Nepal, raised what are the performance of ISO 9001 before and after certification on the company operation, personnel and market in Nepal? What are the status of uncertified service companies in Nepal? What are the enabling and disabling factors of ISO certification in service sector? Is there the better effectiveness in service sector companies on the comparison of certification?

It is observed and found that majority of the generic standard have been applied haphazardly in Nepal. Whether the organization have been excel market, financial, sustainable, and process as expected or exceed the customer expectation. However, the effectiveness company's performance has been carried before certification and after certification in service sector only by the researcher of ISO 9001 in service industry in Nepal. The ISO 9001 approaches under their scope and focused its application on risk assessment, risk treatment plan and mitigation, planning, commitment, teamwork, employee involvement, design and development, pre and post activities, adaptation of information technology within the organization.



Dr Rey B. Fremista

President, Philippine Society for Quality, Philippines

Dr Rey B. Fremista, a recipient of an international Individual Award from APQO in 2017 and of the prestigious National Quality award in 2015, Dr. Rey has been leading the Process Excellence, Analytics, & Transformation space of international companies, overseeing global teams in Data Science & Analytics, Process Automation & Innovation, Global Reporting, Operational Excellence, and ID Management. He is a Certified Six Sigma Master Black Belt and in Breakthrough Learning and Strategies for Training. Dr. Rey was a Part-time Faculty member of the National University of the Philippines, where he taught Total Quality Management, Business Statistics, and Strategic Management. He is a Global Advisor at the World Change Summit. He is also a Fellow of the Royal Institution Singapore in Business Administration and in Research and an Honorary Core Member of the Professional Certification of Quality Council for Operations Management of the Singapore Institute of Multidisciplinary Professions (SIMP). He is currently the President of the Philippine Society for Quality, Inc. (PSQ). He was an Assessor of the Global Performance Excellence Award and of the Philippine Quality Challenge (PQC). He appeared in local and international conferences either as a Resource Speaker, Keynote Speaker or as a Judge-Assessor. He was also a scholar of the Department of Science and Technology (DOST) and the Department of Information and Communication Technology (DICT).

Lean Six Sigma Deployment Maturity in the IT-BPM Industry in the Philippines

The paper determined the maturity level of Lean Six Sigma deployment in the BPO industry in the Philippines in terms of these aspects: strategy, projects, resources, training, and culture, as a basis to establish an industry-wide baseline so that the International Business Process Association Philippines (IBPAP) can craft a roadmap to a more solid implementation of Lean Six Sigma in the BPO space. A total of 368 professionals (from the middle to top management levels) across different BPO organizations were surveyed. The BPO industry in the Philippines is at the Initial Results level on strategy, projects, resources, and training while culture is at the Demonstrating Success level. Lean Six Sigma deployment must be aligned with the execution of the corporate strategy. It must be integral to the culture of the business, which means that there are nearly 100% awareness and strong, favorable opinion of the program. Invest in Lean Six Sigma training and resources. Include Lean Six Sigma cost savings in management goals and review. Top management and all the leaders must communicate its importance. Drive Lean Six Sigma projects. Recognize and support employee participation in the program.



Budihartono

Advisory Board Member of IQPMA, Indonesia

Budihartono is Advisory Board Member of IQPMA (Indonesia Quality & Productivity Management Association) and Program Director of PT Wahana Kendali Mutu.

Since the 90s, Budihartono has experience in the fields of Research and Development, Information Technology, Project Management and Quality Management System development in Germany, Taiwan and Indonesia. Budihartono has been active as a judge at various quality conventions in few countries and has also served as a coach for hundreds of innovation teams.

Budihartono studied mechanical engineering at the University of Indonesia to earn a bachelor's degree in engineering and studied Automotive Engineering at the University of Applied Science Offenburg and earned a Master of Science degree.

Quality Culture and Competitiveness

Quality Culture is a critical foundation for Total Quality Management implementation. Before doing any improvement or innovation to win the competition any company should establish appropriate Quality Culture. Through this paper the Author will remind the importance of Quality Culture and how to establish it.

This paper divided by three parts. First part discussed about improvement and innovation as a natural way to survive in competition. Mother Nature has her own unchangeable rule: Everything will change. In business practice today every company around the world faced fast changing situation and improvement or innovation is mandatory way to survive.

In second part shown that Quality Culture evolution was inseparable part from Civilization evolution. History told us that the great civilization has great competitiveness and also great quality culture. When Quality Culture declined, any body forgot to do their best, competitiveness declined too. Even small nation with better Quality Culture can beat much bigger nation with worse Quality Culture.

The final part of paper connected Quality Culture – Improvement/innovation – Competitiveness in cause-effect relation. A good Company should define what level of Quality Culture their need and they should create a comprehensive Quality System to generate Quality Culture as required.

The conclusion of this paper is the importance to lay Quality Culture down as strong foundation to prevent the company out of business but win the competition.



Yousef Rayes

Quality Management Manager, Aramco Asia Korea

Yousef Adnan Rayes is the Quality Management Manger of Aramco Asia Korea. He worked in Technology Management field and led several Quality Assurance teams at infrastructure & pipeline construction projects, oil & gas refining inspection and projects inspection engineering support. Yousef received his first quality medal at the 4th Annual Quality Forum for Energy and Industry in recognition of his contribution in developing remarkable Six Sigma project. Also he received multiple internal & external recognitions due to delivering knowledge transfer sessions to promote quality culture. He has a membership in Project Management Institute (PMI), Saudi Quality Council and Saudi Council of Engineers. He holds international certificates of Project Management Professional (PMI-PMP), Risk Management Professional (PMI-RMP), ISO 9001:2015 Quality Management System Lead Auditor and Six Sigma - Green belt. He has Master degree in Environmental Engineering from King Abdullah for Science & Technology university and Bachelor degree in Industrial Engineering from King Abdulaziz University.

Artificial Intelligence Leads Remote Inspection during Crisis Situations: Case Study

In-line with Saudi Aramco's Digital Transformation strategy to lead the industry in the innovation of Fourth Industrial Revolution technologies and to adopt a wide range of cutting-edge technologies in various fields, Aramco Asia deployed for the first time a "Smart Helmet" technology. The solution, which operates on artificial intelligence, remotely monitors equipment and material fabrication activities, thereby mitigating the risk of COVID-19 transmission. The presentation will shed the light on five main pillars. It will start with an overview about the company digital transformation strategy in addition to Quality Management functions, followed by a comparison between the conventional and smart methodologies of conducting remote auditing and inspection activities, in addition to comprehensive details about company experience in utilizing the technology, and concluded with lessons learned & recommendations that helped to achieve better results.



Agung Yunanto

Managing Director of Human Capital and General Affairs,
PT Kereta Api Indonesia (Persero), Indonesia

Agung Yunanto is Managing Director of Human Capital and General Affairs of PT Kereta Api Indonesia (Persero) and the Charmain of Excellence Forum of Indonesia State – Owned Enterprise.

Agung experienced as Director Human Capital & Legal of PT Semen Indonesia (Persero) Tbk and Director of Human Capital & Development of PT. Wika Beton, Tbk. He also experienced as President Commissioner in several companies such as toll road services, mining trade and services, and ICT Company.

He had studied civil engineering at Bandung Institute of Technology and General Management at IPMI International Business School & Monash University. Beside his formal education, he also studied Human Capital Strategic at Ashridge University, Leadership Development Strategic at London Business School, and Leading Strategic Change at Chicago Booth Business School.

Transformation through Strategic Innovations

The COVID-19 pandemic is a major global crisis with great economics implications that lead to financial crisis all over the world, including railway company business. PT Kereta Api Indonesia (KAI) facing problems in the decrease of passenger occupancy and delivery of goods which requires KAI to make more efforts in terms of innovation for the survival of the Company.

KAI focused on the pursuit of excellence of services along with business model innovation and the growing market demands. Currently, KAI utilize its resources to maintain sustainability by developing several business lines, improving the performance of goods transportation with the existence of third party logistics, retail transportation strategy (door to door, rail cargo application), and freight transport of coal strategy. On the other side, passenger transportation continues to increase occupancy by carrying out digital promotion in purchasing train tickets which can be done through KAI Access application.

KAI Access is the official application of KAI which not only has features for ticket sales but several other features that support the ease and convenience of customer service. The features such as ticket cancellation, reschedule, purchasing local train tickets, e-boarding pass, membership program, and bicycle luggage reservation feature. In addition to pursuing an economic approach, KAI also strives for an organizational approach including internalizing the company's core values and digitalizing Human Resources Development such as digital talent and mobile HR applications.



Angelica Fraginal

Managing Director, ACF Consultancy and Training Services, Philippines

Engr. Angelica Fraginal is the Managing Director and Senior Consultant of ACF Consultancy and Training Services, an outstanding management consulting and training organization in the Philippines.

Some of her expertise includes ISO Standards, Quality Improvement, Quality Workplace and Records Management, Productivity Measurement and Business Excellence. She assists organizations in logistics, manufacturing, academe, healthcare, BPO, constructions and engineering, maritime, travel and government sectors. She is the longest serving assessor and team leader of the Philippine Quality Award. By profession, she is an Industrial Engineer.

She is a recipient of various recognitions in the field of quality and productivity, given by the Philippine Society for Quality (PSQ) and Department of Trade and Industry for her outstanding dedication and volunteerism to promote quality and performance excellence in the country. Also, she has performed substantial services which contributed to the progress and development of PSQ, being a former president and a current board member.

Maintaining a Quality Workplace in the New Normal

Today, we are in the midst of the coronavirus pandemic, thus organizations need to have an effective and systematic approach to address the effect of COVID 19. One of the basic quality tools which can help address this crisis is the Quality Workplace Program. This program further aims to improve the quality of work life through a clean and organized workplace using a team-based approach. Faster delivery and better quality of work, safer working environment, healthier employees and customer satisfaction are some of the benefits of a quality workplace.

The use of “5S” + “3S” helps in managing the work environment needed to achieve conformity to product requirements. The following phases are normally followed to ensure that the approach is well deployed and responsive to the needs of the organization: 1) Appreciation Session, 2) Standard Setting, 3) Implementation, 4) Monitoring & Evaluation, and 5) Recognition. Standard setting process involves identification of workstations, defining the purpose of each workstation, evaluating existing condition and development of the standards. Standards need to be measurable for easy monitoring.

Top Management needs to ensure the sustenance of the program. Effectiveness of the program needs to be regularly monitored to ensure that all personnel commit to consistent implementation of the quality workplace standards and making it as a way of life in the organization.

The different basic quality and productivity tools, such as this Quality Workplace, including records management, can help in addressing crisis and challenges, so organization can continue to realize its mission and vision.



Ravi Bhattarai

CEO, Axon System, Nepal

Ravi Bhattarai is a technological enthusiast with love for free/open source technologies. Author & Co-Author of a dozen books on Technology & Quality circle and proactive advocate on use and application of problem solving in business, life and society.

He is a speaker with a national and international portfolio from Asia, USA to Europe on Quality Circle, Technology and Education. He had developed dozens of training and workshops on problem solving, team building, quality implementation and building agile culture among teams.

He has been facilitating Strategic Planning & Implementations on TOM/Hoshin Kanri through an integration with ERP system to several organizations and corporate houses. He brings a unique blend of ICT, Quality and Agility to any organization.

He is Six Sigma, Black Belt Certified, Hoshin Kanri and QFD Qualified, Certified SCRUM Developer.

A long time TMI Member and Advanced Communicator GOLD and Advanced Leader Bronze, he has been helping organizations realize unique values and business advantages.

Quality in Agility and Agility in Quality

Both TQM and Agile advocate continuous improvements and customer focus as a principle belief to achieve quality of a product or service that comes out of the collaboration in a team of people driven by excellence. However, there are some principle differences between the approaches that are taken by both blocks to achieve the same goal.

In this talk, I will try to look into what are the similarities in the core belief and values and where are the differences. While the quality professionals blame the agile team for not documenting enough, the agile team nag on over planning, micro management and too much documentation to quality teams working with traditional approaches. If you dive into the details, both the blocks are using the same principle guidance to realize their own purpose: PDCA.

If so, where does the difference lie? I will try to address the question. As a reference model. I will be using Hoshin Kanri and SCRUM Framework.



Yulia Mikhaleva

Vice CEO, Russian System of Quality, Russia

Yulia Mikhaleva is Vice CEO of Russian System of Quality and Head of The Russian Government Quality Award Secretariat. She has 20 years of experience taking leadership positions in nuclear power and governmental bodies. She is an expert in various fields such as Strategic Business Development and Business Management, International Cooperation, Territorial Development, Human Capital Development, Tourism and Social Enterprises. Yulia is a member of various expert panels for Federal and International projects and competitions. Since 2016 she also represents Russian Federation in the Council of Europe (CoE) project (Cultural Routes). Currently, Yulia is a lecturer at Lomonosov Moscow State University for postgraduate and MBA programs. She is an author of various publications in the scientific, regional and industry resources. Yulia's contribution was encouraged at various executive levels, she has a lot of awards including Diploma and Commemorative medal of the President of the Russian Federation.

Social Responsibility in Overcoming COVID Crisis

It is not necessary to change. Survival is not mandatory. W. Edwards Deming.

The Covid crisis, which the whole of humanity faced in 2020, forced all of us to look at the things differently. It also allowed us to assess whether the approaches and tools we used in before-Covid era are appropriate and corresponding to the challenges of the time.

One of these tools was the business excellence companies model diagnostics. Russian award winners showed not only excellent results during a difficult Covid period, but also demonstrated their social responsibility to the entire country by participating in the fight against the virus and its consequences.

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