

octara.com

April 2010 / Issue 2

the newsletter

Helping you Succeed



inside



"Pakistan Businesses can be the envy of the world!"

Roger Harrop



For a Successful Pakistan Needed! Leaders Who Can Manage
Omar Khan



Post-Recession Blues
Leon Menezes



A Nick in the Glass Ceiling
Zaufyshan Haseeb



From Marine To Marketguru
Ian Ruskin



Mid 2010 Crisis Foresight
Jim Truscott



Mapping Minds to Capture Hearts!
Sandra Reeves



Baseer



Hassan



Ramiz



Saadi



Sualeha



Revolutionizing the Thinking on Management
Arshad Abdullah



Innovative Pharma Brand
Dr. S. A. Rab



Winning Decisions
Sualeha Bhatti on Business Simulation

Octara Trainers Hold Forth!

octara
Training | Conferences | Events | Publications



Editorial

jamil janjua, CEO Octara
janjua05@gmail.com

Here we are with the second issue of octara.com, bang on schedule! Corporate publications are not normally under pressure to follow stringent timelines, not being in the publishing business as such. At OCTARA we like to think that we are also in the publishing business, along with being in the business of corporate training and the organizing of conferences. Fortunately, also, our activity base generates sufficient material for us to bring out octara.com on a regular quarterly basis. Naturally enough, our ambitions know no bounds, and one day not in the too distant future we would like to see octara.com progress onto bi-monthly status, and thereafter publish as a monthly magazine, Inshallah.

It's great to see the octara.com's rapid evolution, and thanks are in order to Adil and the creative team. It's heartening to see the corporate training market gathering steam, and training becoming a high priority with progressive companies.

In this issue of octara.com we welcome onboard our contributors Omar Khan, Leon Menezes, Zaufyshan Haseeb and Roger Harrop, and thank them for volunteering to make regular contributions. They are all international celebrities in their own rights, and octara.com is very fortunate in having their words of wisdom within its pages. We would like to see more volunteers from the Trainers Resource Group and the HR industry sharing best practices and new knowledge with our readership.

It gives us immense pleasure to acknowledge the heroes of the HR industry, like Arshad Abdullah whom we have featured in this issue. They are the pioneers and trailblazers who have taken Pakistan's corporate performance to hitherto unimagined heights. We look forward to visiting other revered HR practitioners in the future.

In this issue OCTARA corporate trainers have shared their experiences in the field, and there has emerged some very useful information on how the training process can be improved upon. We thank Ramiz Allawala, Saadi Insha, Baseer Sami, Sualeha Bhatti and Hassan Bin Rizwan for their efforts and hard work.

We would also like to thank the corporate sector for their support in sending nominees to OCTARA's public programs, and for the in-house assignments that have helped OCTARA grow and go from strength to strength.

Octara is forging ahead with full speed, making alliances with trainers locally and internationally. We do the marketing and logistics, and let the trainers focus on delivery. We aim to provide the industry with a portfolio of top notch trainers, both local and international, and a diversity of courses that address the corporate issues and concerns, making for a win-win situation for trainers and organizations.

Thank you for the trust and confidence that you have bestowed upon us, and we look forward to a productive and rewarding association into the future.

Who we are:



Patron-in-Chief
Khalid N. Awan



Editor:
Adil Ahmad



Senior Graphics Designer:
Asif Ali



Member Editorial Committee:
M. Arif (Head of OCTARA)



Marketing Executive:
Mohsin Rahim



Marketing Executive:
Almas Jawaid Khan



Marketing Executive:
Hirah Nabil



Marketing & Service Quality:
Usama Rafi



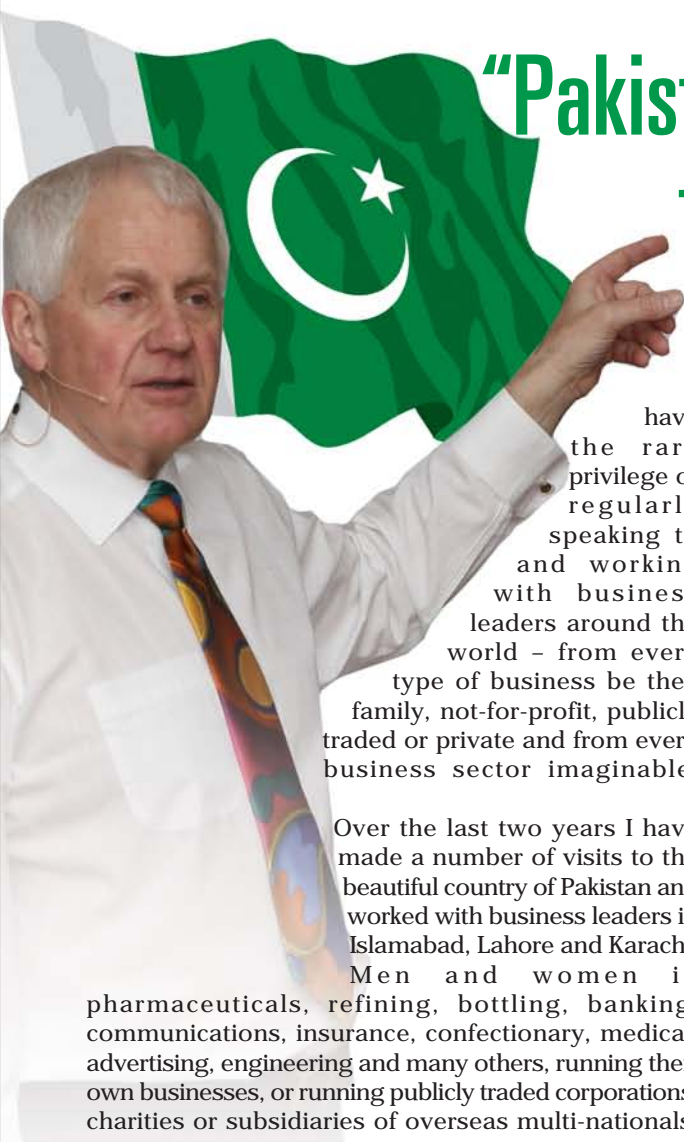
Senior Marketing Officer:
Saif Ur Rehman



Business Support Executive:
Muhammad Imran Anwer



Business Support Officer:
Laiq Ahmed



"Pakistan Businesses can be the envy of the world!"

Roger Harrop

I have the rare privilege of regularly speaking to and working with business leaders around the world – from every type of business be they family, not-for-profit, publicly traded or private and from every business sector imaginable.

Over the last two years I have made a number of visits to the beautiful country of Pakistan and worked with business leaders in Islamabad, Lahore and Karachi.

Men and women in pharmaceuticals, refining, bottling, banking, communications, insurance, confectionary, medical, advertising, engineering and many others, running their own businesses, or running publicly traded corporations, charities or subsidiaries of overseas multi-nationals.

So, I am often asked, what are my experiences of Pakistan business leaders and how do they differ from elsewhere?

My overwhelming response is that, above all else, they are universally optimistic and highly positive. Despite all the problems, real and perceived, relating to Pakistan and it's economy I have found the business leaders I have been with to be the most positive, switched on men and women as anyone I work with anywhere – and who are constantly eager to find ways to grow and develop their businesses.

For that reason alone I love visiting and working here – people are so keen to hear what I have to say, to learn, discuss and, of course, disagree on occasions – for me it is immensely stimulating and rewarding.

Despite all this positive-ness, however, I do, unfortunately, find something of a siege mentality prevailing amongst business people – an inward looking

preoccupation that I do not believe is in anyone's best interests.

There is no doubt that the country's geographic location has always been, and it seems to me always will be, the cause of political and perceptual difficulties but, - and it's a very big BUT - I am firmly of the opinion that it also gives businesses in Pakistan opportunities that the rest of us in the world would do almost anything to have!

Goldman Sachs has recently reconfirmed their analysis that the top world economies by 2025 will be the so called "BRIC" nations – Brazil, Russia, India, China and that we should all be starting to work with them now.

It only takes just a cursory glance at a world atlas to see that the only country in the world with a common border with three of those four nations is Pakistan. What an unbelievable opportunity!

Businesses based in Pakistan can, and should, increasingly become the envy of the world – you can, and should, be developing those markets now for your products and services and gaining an unassailable position.

Please, business leaders in Pakistan, whether your business is large or small, recognise the unique opportunity you have and go and sell your world class

I have found the business leaders I have been with to be the most positive, switched on men and women as anyone I work with anywhere

products and services into the fast growing economies that are on your doorstep – you will never regret it!



“Leaders today have to be the Rock of Gibraltar on Roller Blades”

For a Successful Pakistan Needed! Leaders Who Can Manage



Omar Khan is a globally acknowledged leadership development innovator and success coach. He is a sought after change catalyst and a pioneer in transformational learning. He is the author of the newly released and highly awaited LIBERATING PASSION: HOW THE WORLD'S BEST GLOBAL LEADERS PRODUCE WINNING RESULTS. Omar Khan has very kindly consented to write his thoughts for octara.com on key issues affecting our times, on a regular basis.

Management is about improving today; leadership is about creating the future. This is the overwhelming consensus among practitioners, gurus, wits, and savants. the title makes the point: we need leaders first. But we need more than rhetoric-gushing futurists. Grand visionary plans for the future are often far too abundant in developing countries – as they tend to conveniently distract from the nettlesome and more dispiriting realities facing us today.

So corporate leaders and national leaders alike have to manage today so it becomes a platform for tomorrow. Today's performance has to pave tomorrow's possibilities. We need great managers too. What does this mean pragmatically? First, we have to separate out “roots” and “chains”. We are justly proud of our culture, our national culture, and in successful organizations, our organizational culture. We need to understand its fundamental strengths and preserve those zealously. As the landmark book on corporate vision, Built To Last extols, “preserve the core and change everything else”.

And there's the rub. We have to separate out our “roots” from the manacles and inhibitions of dysfunctional paradigms. Backwardness should not be confused with values. It is not a “value” for example to underutilize or under-value women leaders – it's simply chauvinism and medievalism. Top down hierarchical leadership is arguably as un-Islamic in philosophy as it is unwise and unduly rigid in a global environment in which the metabolism of change is constantly speeding up.

So what are our roots which we will preserve at all costs, and what are the chains which we will confront and transcend with the best of our imagination, courage and collective commitment? Let that be a seminal corporate or national exercise. Let's do a deep dive first, before soaring above the clouds looking for the next horizon.

Then, having identified all that we're willing to change, from feckless bureaucracy to misguided prejudices, from ossified procedures to retrograde human capital practices, from chest-beating charismatic leadership to shoddy corporate governance, from aberrant recognition policies that detach values from results to PR hype substituting for a true service culture, let's then tackle these armed with a few key reminders.

And here let's let gurus of various stripes help. Michael Porter can go first. His seminal insight is that all of strategy comes down to how you will differentiate, and in that area of differentiation how you will secure and sustain or perhaps even grow a competitive advantage. How will you dramatically differentiate? And don't just make this an internal exercise. Ask those that experience your company in action too. Tom Peters can go next. Practice “MBWA”, management by wandering around. Customers matter, people matter. Leaders grow leaders, not followers, and leadership is

Leaders grow leaders, not followers, and leadership is a “contact sport”.

a “contact sport”. Connect, listen, engage, enroll, re-calibrate, course correct, and be out there. As someone observed, “Leaders today have to be the Rock of Gibraltar on Roller Blades.”

continued on page 25

Written up by Adil Ahmad



Leon Menezes is Shell's Director and Downstream HR General Manager for Pakistan, the Middle East, Central Asia, and Sri Lanka. A graduate of the University of Hull (UK) with over 30 years of work experience in Sales, Marketing, Operations and Human Resources, Leon is also a founder member of the Trainers Resource Group. During his career he has worked for an airline, a travel company, a development organization and a bank. In school he studied auto-mechanics, and for several years was a professional musician playing the guitar and singing. Leon Menezes has very kindly consented to write his thoughts for octara.com on a regular basis.

Everybody's got within them the capability to do different things, but sometimes we limit ourselves to one niche," says Leon. "Personal empowerment is the issue closest to my heart, and this is across gender, minority syndrome, the disadvantaged syndrome, or anything other such thing. The power does not reside outside the person. It is inside of us. The negative beliefs and hurdles are all inside of us. It is a matter of courage, and not analysis. It takes courage to make the decision. The solutions are all inside of us as well. There is a skill aspect to it, and more

Combating Recession

importantly there is a belief part of it.

If ever there was a time for a good, hard look at organizations and their HR functions, this is it. The world has undergone a tumultuous change and, as is the case with any upheaval, there are opportunities to be seized. Are you ready for them?

For a start, organizations have been right-sized and downsized. Good or bad, this is usually a knee-jerk reaction to a tough operating environment. Academics and researchers will argue that this is not the right thing to do but the balance sheet of any enterprise will scream out for action to reduce costs. And where do you think that is most likely to occur?

There are several things you will need to do to ensure that your firm is poised to survive the downturn and then take advantage of the improved situation. Briefly, they are:

- If necessary, revisit the company's Vision and Mission statements
- Articulate an HR philosophy for the organization that encompasses all aspects of people management (attraction, recruitment, compensation, policies, benefits, progression, etc.)
- Develop a plan to skill up the staff in the areas of technical and leadership competencies
- Identify the behaviors that need to be changed and develop a plan to address them
- Look at how team-building events and related activities fit into the larger goal of galvanizing the employees

So much for the 'softer' side of things. There is also a huge opportunity in redesigning processes and systems, workflows and general activities that go on

from day to day. If you take any process or activity and hold it up to scrutiny by asking: "Why do we do this?" or "What would happen if we stopped doing this?" you will find that it is being done because it's always been done. Here is your chance to be a real 'champion of change' by suggesting better ways of working.

What used to be "shameless copying" is now called "adopting best practices." So copy shamelessly from competition, other industries and other organizations that are considered 'best-in-class.' See how technology can be an enabler; look for smarter ways of working that will increase efficiencies while reducing costs. Brainstorm with the Marketing people on new products and markets and with the Operations for process efficiencies.

Demonstrate that HR is capable of taking a holistic view of the organization and its challenges. Get out of your office and into the field (or on the shop floor). Seed the entity with creative ideas and suggestions and much, much more.

It is easy for us to sit back and moan about the gloom and doom, but getting our act together to create the future is a much better option.

"The world has undergone a tumultuous change and, as is the case with any upheaval, there are opportunities to be seized"

Build Lifetime Cu\$tomer Relationships

\$trategies for Creating Customer and Employee
Value & Loyalty in 2010



8 - 9 June 2010, Sheraton Hotel & Towers, Karachi
11-12 June 2010, Pearl Continental Hotel, Lahore
9:00 am to 5:00 pm

Top 3 Learning Objectives:

- 1** Build relationships with your customers and better understand their needs so that you can deliver exceptional customer service, build customer loyalty and increase your profitability
- 2** Nurture the emotional connection with your customer, to build the trust that leads to loyalty, so that you become your customers' first choice
- 3** Learn how to develop effective Customer Relationship Management (CRM) processes and systems to support your customer service strategy, which will help you deliver exceptional service, guaranteeing profitable repeat business

Who Must Attend?

Senior management team members, General managers, Sales directors and managers, Marketing directors and managers, Customer service directors and managers, Product managers, Quality managers, Training managers, HR managers introducing an 'employee centric' strategy, Planning managers introducing a 'customer centric strategy' linked to employee strategy.

For Details & Registration

Tel: 021-34534261, 021-34536315, 021-34520093, Fax: 021-4520708
E-mail: register@octara.com, info@octara.com | www.octara.com



Course Facilitator

Saira Akbar

CEO and Chief Consultant,
Global Management Consultants, Dubai

Worked with Emirates airlines for 7 years in sales and marketing training division.

• Saira's 12 years of diversified experience includes training & counseling of individuals from leading multinationals.

• Besides being a CIM diploma holder, Saira is also certified in Inscape DiSC profiling, 6 seconds emotional intelligence, Persona Global organizational assessments.



“When women start their careers, they automatically start taking the lead from their male colleagues”

octara.com welcomes Zaufyshan Haseeb as a regular contributor on women in the workplace issues. She is a behavioural psychologist appearing regularly on GEO TV with Nadia Khan, and has extensive senior management experience in both the public and private health sectors. Being an entrepreneur herself, she prepares individuals towards risk taking, managing change and entrepreneurship. She is skilled in designing and implementing organizational and employee development programs.

A Nick in the Glass Ceiling

Zaufyshan Haseeb, Managing Partner, Intek, UAE



For a women to be truly successful, in today's world would involve a complicated micro-neural surgery or a lobotomy of the cortex which stores the cultural conditioning. The society conditions the gender of certain norms to conform by, which might have been applicable several centuries ago but are now a dormant baggage – specially for women.

The age old concept of a woman being the gatherer still exists in the memory of our ancestral DNA and is being reinforced by the society with slight modifications over the years. These socio-archetypes are so deeply rooted in our psyche that even hypnosis cannot bring it to light. The evidence of this conditioning is so obvious by the way both the genders are treated irrespective of Geographical coordinates.

When women start their careers, they automatically start taking the lead from their male colleagues and decide that, to be successful, they need to be like them to ensure that they would be taken seriously. Hence we see women executives who behave like men to be accepted in the team. They become slightly more aggressive in their behaviour, mask their emotions to give a strong impression of strength, keep their personal life at a distance. In some cases, primarily in senior positions, their attire and hairstyles have a masculine reflection, which is like war-paint for them in board meetings.

Inwardly they struggle more, to have a work – life balance as they also have roles as a wife and mother to fulfill. There comes a time when the snowball effect reaches its pinnacle and they have a case of identity crisis when they don't know which is the true them.

In actuality, they need not assume

a facade over their true self, they can build on their core strengths which can give them an edge over the counterparts. The highly developed language centers of women promotes their excellence in communication, which is also supported by their exceptional listening skills. Being adept at interpersonal proficiency is enhanced by their above average empathy, which makes them great rapport builders. The “gatherer” concept helps them to multi-task and still maintain composure in the midst of a crisis.

The areas, which they need to focus are risk-taking which would improve the time frame and the fortitude towards decision making. Acquiring a certain degree of assertiveness and not aggressiveness would make them excellent leaders. Another development potential lies in the area of having a long-term perspective rather than concentrating only on the short-term goal.

The true battle is that of self-belief and the perception of self in the mind of a woman. If she rates herself as second-best in the corporate, she will remain that. She needs to shake the conditioning which tells her that there is a glass ceiling hindering her further elevation in the corporate ladder. No one can bring her to a halt in her success except she herself. I would like to refer to my favourite quote by Napoleon “The greatest battles I have won were not in the battlefield but in my own mind”

The greatest battles I have won were not in the battlefield but in my own mind, said Napoleon

REACHING NEW HORIZONS



GRANDSTART PLAN

For grandparents
to invest in the financial
planning of their
grandchild's future

MARRIAGE PLAN

For parents to invest in
the financial planning of
their child's future



NISA SAVINGS PLAN

Savings product for
working females and
housewives



Zaroori Hai

EFU LIFE ASSURANCE LTD
37-K, Block-6, PECHS, Karachi-75400
UAN: (021) 111-EFU-111 (111-338-111)
Client Services: (021) 111-EFU-CSD (111-338-273)
Fax: (021) 34535079
Email: info@efulife.com
Website: www.efulife.com

ISO 9001 2008 Certified | Rated AA- by JCR-VIS (Outlook: Stable)
EFU Life is registered and supervised by Securities & Exchange Commission of Pakistan



From Marine To Marketguru

Ian Ruskin is a Royal Marine turned Market Guru with a specialty in financial services. The disturbed conditions in Pakistan have not been a deterrent for him, and this was Ian's fifth visit to Karachi. "If people are afraid, then the other side has won," he says, and goes wherever the business is, going against the official UK travel advisory quite often, possessing a healthy disdain for the quality of his government's intel! Having said that, Ian hasn't stepped out of his five star environment while in Pakistan, erring on the side of safety as it were.

Key Account Management

With OCTARA Ian ran a course in Key Account Management. "It concerns a Company dealing with a very large account that gives it between 15% and 20% of its business," he explains. "If it gets to 20% then you're not selling to them, they are buying from you. It is important to have strategies to keep those accounts satisfied and build more business with them."

There are two main issues in Managing Key Accounts, says Ian. "The first is having a good reading of the sales and marketing literature. Then there is the actual behaviour of the key account that is revealed through questions concerning Situation, Problem solving, Implications, Needs, and so forth. The wise salesman gets the customer to sell himself, rather than he having to push. By asking the questions he opens up the awareness in the customer of his needs." Ian says that he hasn't been in Pakistan long enough to develop an understanding of the Pakistani market, but is beginning to get the feel of it.

Combat Skiing And Snow Warfare

Foot soldiers in the Navy is how he describes the Marines, and having trained in combat skiing and snow warfare, Ian Ruskin saw action for the first time in 1962-63 in the deserts of Yemen! The Marines have a sense of humour is how he explains this odd combination of

training and field assignment. He's been in battle in Tangkanika (now Tanzania), Kenya and Uganda in 1964, and managed to join the tail end of the conflict in Brunei flying troop lift Wessex helicopters.

After 9 years in Her Britannic Majesty's service Ian opted out of the Royal Marines to be a civilian and have a family life. He calls it the worst decision of his life! in retrospect. He decided on sales and marketing as a career, and worked with some big names in the UK, then joined academia, lured by unlimited grants for self-development offered by the European Union. Ian attended a combination of Bath and Cranfield universities, and got a Masters degree in Industrial, as opposed to Consumer Marketing.

Market Research

Ian's first job after getting his Masters degree was with Bristol University, working in their Business Studies department. With 9 years of practical experience in commerce, his knowledge of both theory and practice was recognized by his employers as a valuable asset. "There was 11 hours of teaching per week involved, and one could opt for the parochial care of students, which was a bit of a responsibility. Then there was research for which quite a reasonable salary was given. There was no mention in the agreement as to what sort of research should be done."

Participating Organizations





Ian had always been fascinated by marketing research, and his interest had been sharpened as he went through his Master's degree. He had become a Fellow of the Market Research Society of the UK, and now he was getting paid for doing 10 to 11 hours of research per week! Ian was clearly over the moon! "So I started my own market research company, and it went from strength to strength, and in 15 years it was employing some 20 people," he says, quite proud of his clientele that included Her Majesty's Government and British Midland Airways. "I learnt more from that market research business than I ever did during my Masters." In that process he was brought to the attention of the Chartered Institute of Marketing (CIM), and they offered him a deal he could not refuse. So Ian left his tutorship at the Bristol University and joined the CIM on their educational side, tasked with giving 15 to 20 weekly seminars. His area of interest was the service industry which he felt was not adequately addressed.

"I put a course together called 'Marketing Your Service', which rapidly developed into 'Marketing Your Financial Service', alternating each week with 'Marketing Your Service'. I obtained a lot of clients and insights from those courses." His knowledge base and enthusiasm has a broad focus, say Ian.

Credit Societies

Ian has done a lot of work with the Bank of Ireland, and the credit societies' culture that exists there. "Because

the big banks are becoming monopolistic, more and more towns and counties are beginning to form their own credit societies for themselves. These are essentially groups of people where the business people are happy to invest to help people build homes, and nowadays it covers the entire spectrum from micro loans to buying a motorcar, but at reasonable interest rates. It is a mutual society that one has to be a member of before a loan can be availed."

Saving For the Future

Car and life insurance are financial services, as also school fees. Ian's son at 26 years of age went through real poverty to go through university. He got a very good degree from Oxford, but it cost him and his mother a lot of heartache thinking of where the money was coming from. The credit society would say that as soon as a child is born open up an account from which only he or she can draw to fund his or her education. "The UK government has a student loan scheme that is turning into a bare faced fraud! Because the rates are so high the students end up going abroad for then they can't be made to repay the loan! The UK is losing a lot of talent this way as well. After 12 years the loan gets written off, but erstwhile students aren't going to come back, are they? They would have started a career, bonded with people, and started a family in their new homeland.

Interviewed by Adil Ahmad

continued on page 26



Innovative Product Development Strategies

(B2B and B2C)

Learn to create new product development process and position your organization for a strategic competitive advantage

Led by renowned author and expert

Ian Ruskin Brown, UK



- Over 3 decades of commercial experience with leading Global Organizations
- Fellow of the Institute of Sales and Marketing Management
- Member of the British Institute of Management
- Author of best selling books like Mastering Marketing, Marketing your service business and Practical Pricing for results

Ian Ruskin Brown
is the best selling
author of



14 - 15 June 2010, Sheraton Hotel & Towers, Karachi
17 - 18 June 2010, Pearl Continental Hotel, Lahore
9:00 am to 5:00 pm

About the Workshop:

Today few products can be expected to last more than five, let alone ten years, this particularly applies in consumer markets, and especially in the IT sphere. Hence the need for a constant stream of new product ideas to feed the need for product innovation. In today's markets especially, our motto must be **'innovate or die'**.

This two day session will examine and explain the critical tools of Product Innovation, Development, and Commercialisation, required by today's businesses just to stay alive.

Key Benefits:

- Understand the Product Life-Cycle
- Learn to screen the ideas thoroughly
- Be able to assess the options for growth
- Generate potential new product ideas
- Identify strategies available for "Pricing the new Product"
- Recognize the different types of Innovation
- Discover ways to manage the "The Product Development Process"
- Learn to manage the New Product Introduction

Who Must Attend?

Department Heads, Managers and Professionals involved in product development, branding, marketing and related functions from manufacturing and service industries.

For Details & Registration

Tel: 021-34534261, 021-34536315, 021-34520093, Fax: 021-4520708, 021-34546639
E-mail: register@octara.com, info@octara.com, www.octara.com



Mid 2010 Crisis Foresight

Jim Truscott is CEO of Truscott Crisis Leaders, and a Civil Engineer by profession. He attended the Duntroon Officer Training School in Canberra which is associated with the University of New South Wales. He admits to have spent more time deconstructing (counter-terrorism) than constructing! He is the same age as Osama Bin Laden who, he points out, is also an engineer. Jim speaks Indonesian as a second language, and his first exposure to violence was in Rhodesia (now Zimbabwe) where he was assigned

to supervise the separation of Mugabe's troops from those of Ian Smith. Jim has also been involved in seizing fishing boats in the Southern Ocean near the Arctic, protecting the Patagonian Toothfish. He has done a bit of mountaineering as well, and climbed Broad Peak in Pakistan in 1986, which was a bad year for mountaineering he says considering the number of fatalities. In 1988 he climbed Mount Everest.

The 26 years that Jim spent in the military he equates with attending

the best experience university that teaches to think, speak and write under pressure. His last assignment in the military was the Sydney Olympics security detail. In 2001 he started up Truscott Crisis Leaders which today boasts of a \$1.6m annual turnover. He describes his customers as companies who recognize their risks and are prepared to do something about them. It's a bit like mopping up blood from the boardroom floor.



Does business gamble when dealing with uncertainty?

- Dealing with uncertainty informs most corporate activity. If the perceived risk is too much, companies pull back; if manageable, companies go forward.
- When risks are personal and there is more at stake, leadership and systems are necessary to go forward, to push through panic and enable courage.

How do you bet on cash flow?

- Risk Management is a pre-emptive strike at uncertainty. It enables the taking of risk and it reduces surprise. Crisis Management deals with the rest.
- With these tools, risks can be taken, opportunities can be seized.

What are the risk tools of first choice?

- The future will be somewhere between the most likely and the most dangerous. Use risk assessments to inform plans and strategy.

What are the tools of last resort when assessments are overwhelmed?

- In the absence of confirmed information, assume the worst and use the tools to achieve the best.
- Leadership drives everything.
- Prepare, plan and practice.

Jim Truscott

Resilience = (Risk Management + Crisis Management) x Degree of Application

Mapping Minds to Capture Hearts!



Sandra Reeves

“Selling’s got to be based on value for money”

Sales, Marketing, Key Account, Creativity and Innovation are her areas of expertise as a corporate trainer. Sandra-Reeves is a champion of ‘thinking skills’, and has been back in Pakistan every year since 2004, spending a full week conducting OCTARA Workshops on a variety of areas relating to general marketing and management. This time around she was here with three programs, all central to a successful sales effort

Customer First; Winning and Retaining Customers; Creativity, Innovation and Mind Mapping for Business were the three Workshops

Sandra conducted, adding value across the management hierarchy from a wide spectrum of business houses. “January and February are my preferred months for visiting Pakistan,” says Sandra. Her own calendar at this time of year is free, and it’s also the best time to be visiting Pakistan. The security issues plaguing Pakistan’s international profile don’t scare Sandra, which is surprising since she belongs to a most safe and secure island of peace and tranquility, Singapore. She is clearly a corporate warrior at work, reveling in the face of danger and adversity.

“I try and pass on the latest insights on selling strategies and best practices of the most progressive sales oriented organizations,” says Sandra of her Workshops, where she also gets into specific techniques on how to overcome objections, plus a very useful checklist.

For thinking skills Sandra offers techniques for ideas generation that include brainstorming, thinking divergently, thinking outside the box using mind associations and affinity

continued on page 27

Participating Organizations





Revolutionizing the Thinking on Management

Arshad Abdullah



on Management. Arshad spent one year at Harvard on scholarship, and a Faculty recruited from Harvard continued to teach at the PIM for 10 years.

A Harvard mantra has it that wisdom cannot be told, but has to be acquired.

The senior HR presence at Eastern Federal Union insurance company is Arshad Abdullah, a veteran of corporate training, and amongst the pioneers of the field in Pakistan. Arshad spent 30 years at PIM, with the last 10 as its Director, retiring in 1994, and handing over its reins to Zarrar Zubair who continues to hold the fort at PIM to this day. He is the first academician to move to the private sector after retirement, joining EFU at the top management level of Executive Director HR.

Schooled in Lucknow, Allahabad, and Jabalpur, Arshad joined the Pakistan Air Force as an apprentice on the engineering side, and was chosen for further training in the United Kingdoms. His three and a half years in the UK were spent mostly in hospital combating rheumatic fever. The PAF gave him an honorable discharge in 1952, and with his father posted in Peshawar as Military Estate Officer, he attended Edwards College, graduating with a degree in Political Science. In 1962 Arshad obtained an MBA from the Institute of Business Administration in Karachi. His elder brother dissuaded him from joining the Civil Service, so he sought employment with the Fancy group in their Plant in Landhi that produced steel.

One year later Arshad moved to the Pakistan Industrial Development Corporation (PIDC) as Management Counselor in its Institute of Personnel Training (ITP). The ITP was renamed as the Management Development Institute (MDI), funded by the Canadian Government. Subsequently the MDI evolved into the Pakistan Institute of Management (PIM), with Arshad Abdullah as its second Director, the first having been Irshad H. Khan.

PIM operated under the Ministry of Production and Industries. In terms of value addition Arshad looks back on those years with a sense of satisfaction. In 1962 PIM started the Advanced Management Program, designed and executed by the Harvard Business School and funded by the Ford Foundation. Arshad considers that his great contribution which revolutionized the thinking

The HR practitioners of the time were Mian Azmat of Caltex, Mian Ghani of Burma Shell, and Sir Norman Echlin of Pakistan Tobacco. PIM had funding from the International Labour Organization (ILO), with Arshad securing for PIM funding from USAID, as well as a twinning arrangement with Ashridge Management College funded by UNDP for public sector development. Arshad says he ran 50 to 60 weekly courses per year, both in-house and in-plant, that reached about 3000 executives at various levels of management hierarchy.

Through the 1960s and 1970s the areas covered included record keeping, disciplinary action, grievance handling, and mostly policing functions unique to the personnel and industrial relations department that dealt with labour leaders. PIM was heavily subsidized by the Government of Pakistan, and course fees were practically free. Amongst the first things that Arshad did was jack up the fee. Alongside, he persuaded USAID to fund Strategy programs with the help of Arthur D. Little. These courses were for Chief Executive Officers on Strategic Management, Strategic Human Resource Management, and Strategic Marketing Management. PIM can take the credit for introducing modern management techniques, and the development of HR in Pakistan can be traced back to this timely initiative of the PIM. Designations evolved from Administration, better known as Admin, to Labour Management, to Personnel, and finally HR. The first officer to bear the HR designation was in Engro in 1967, or thereabouts.

PIM held its first course in 1962 in Saidu Sharif (Swat). The delegates stayed in the Swat Hotel, and complained about rats and poor food that resulted in the Wali of Swat kicking them out! The last Advanced Management Program, the 36th, was held in 1998 at the Bhurban Pearl Continental Hotel. "In times of recession advertising and training budgets receive the axe in the corporate world, whereas they should really be doubled!" laments Arshad Abdullah.

continued on page 26

Investor Account Services



Investment Lesson # 1

In an ideal environment, investors are focused on investment decisions. This is only possible if the security of investment portfolio is guaranteed.

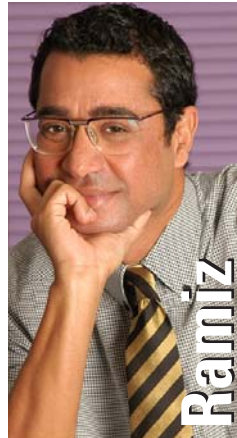
**CDC provides that ideal environment. The decision is simple.
Open your Investor Account today!**

Service Features: Direct control over securities portfolio • 24/7 access to a/c info through **CDC access** • Dedicated Call Center • Instant Transfer of Securities • Direct Credit of Corporate Benefits & New Subscriptions



OCTARA is a regular recipient of feedback from its workshop participants. This time OCTARA went in search of feedback from its corporate trainers to identify ways and means to improve the OCTARA offering. Baseer Sami, Hassan Rizwan, Ramiz Allawala, Saadi Insha and Sualeha Bhatti fielded a long list of questions that highlighted their concerns and the way forward.

Octara Trainers Hold Forth!



Baseer Sami's

specialization has been to study human behaviour and find out the best ways to improve its efficiency. Positive Attitude, Emotional Intelligence, Selling strategies, Leadership, Change Management, Conflict Management, Communication skills, Teamwork are few of the areas he has worked in. He has trained around 4500 executives who were entry level executives, middle managers and directors. He has also coached CEOs and Directors in Leadership style. He is researching and writing a book called "Peace of Mind". Baseer Sami is a Northwestern University graduate.

Hassan Bin Rizwan

is an entrepreneur, management consultant and conference leader with detailed professional experience in management consultancy and HR training both in the U.S. and Pakistan. He specializes in organizational communication, sales training, and management development. From his unique experience of working with the U.S. military, Hassan brings in an unorthodox yet highly appropriate approach to organizational development and performance improvement.

Ramiz Allawala

consults and trains widely on sales coaching, team - performance, and leadership for hyper-growth organizations. After running businesses in USA and Pakistan, he founded Gulfstone Training which highly influenced new thoughts and approaches getting introduced to business training and changing managerial performance.

Saadi Insha

is passionate about helping people reach their highest potential and become their best. Corporate participants throughout Pakistan have described his workshops as 'superb', 'inspirational', 'thought provoking' and 'outstanding'. He packs his trainings with rich, result oriented content, engaging activities and topical humor and is known for communicating with a zest and energy that is highly contagious.

Sualeha Bhatti

Chief Consultant and CEO of Winning Edge is one of Pakistan's leading names in the field of training and development. She holds a master's degree in Business Administration from UK and has had the privilege of interacting with and learning from some of the best known names in this field such as Tom Peters, Robert Holding, Robert Benninga, and Ron Kaufman. She worked in a number of industries before venturing in the field of training and consultancy. Her practical experience ranges from trading companies to manufacturing and from hospitality to pharmaceutical industries.

Q&A

octara.com:

What is the best that could happen to the training industry in 2010?

Hassan: A sudden boost in the economy, new job creation and requirement for increased productivity and new skills.

Ramiz: For companies to realize that when the economy is under pressure only highly trained and evolved leaders and managers can build capabilities to pull companies out of financial binds. So invest more in training and not less.

Sualeha: Increased realization amongst local companies of the value of training as an investment. Increase the size of the training market.

octara.com:

Are there any particular training niches that need to be filled?

Hassan: Dire need for training in sales and customer service. Sales drive the company forward and customer services bring the customers along.

Ramiz: Strategic thinking, scenario planning, mediation/conflict resolution, and authentic leadership

Sualeha: Very few training programs with strong content focused in specialized areas are being offered. We have a lot of soft skills trainers but not enough who address basic competencies.

octara.com:

What are the greatest challenges of a trainer?

Baseer: To come down to the level of the participants and transfer the message in a very effective manner.

Hassan: To meet the needs of the three major stakeholders: the HR team, the participants and the participants' line managers

Ramiz: Getting participants to look inwards, to reflect and to see their true selves without defensiveness.

Saadi: Designing and facilitating training that delivers results. Grasping and maintaining trainees' attention and interest with the right blend of content and activities that meet the training objectives is a huge and exciting challenge.

Sualeha: To constantly reinvent themselves, and stay ahead of the game, and develop new and original programs.

octara.com:

In what ways does training help managers improve?

Baseer: Managers realize the importance of positive feedback, delegation, coaching, encouragement and appreciation.

Hassan: All training interventions must at the end of the day improve personal and/or team productivity.

Ramiz: Builds awareness, imparts skills, encourages experimentation, and creates confidence leading to integrity and competence.

Saadi: Effective training removes knowledge, skill and attitudinal gaps, builds critical competencies, and (with the right blend of motivation) inspires participants to become their best.

Sualeha: It helps broaden a manager's perspective by introducing them to new ideas and ways of doing things. The real value of training becomes apparent when faced with a challenge or problem.

octara.com:

What are you passionate about?

Baseer: My passion is to bring a positive change in our society through people. The best channel in our society is the corporate world which is more receptive to change and new ideas.

Hassan: Making a difference - changing perception - improving performance and modifying attitude

Ramiz: Achievement, knowledge and understanding, and peace.

Saadi: Unlocking the power & potential that lies dormant within all of us! I truly believe that most of us are living our lives being much less than what we can be.

Sualeha: I am passionate about designing programs which engage the hearts and minds of the participants.

octara.com:

What makes you different from other trainers?

Baseer: Presently I am writing a book called Success and Peace of Mind. The strategy we use is simply to approach successful people from different walks of life and ask them one question: "Define success and share your experiences with us"? We use such experiences in our book and in our workshops. Hence our workshops become more practical.

Hassan: I want to focus more on 'what happens after the training'. I think most trainers tend to look at the training intervention as an 'event' - I want to look at it as a 'process'.

Ramiz: Nothing.



Saadi: Instead of overloading participants with content or focusing merely on 'fun and games', my approach is to balance the two.

Sualeha: My understanding of manufacturing processes, having worked in manufacturing companies and assisted various companies in Pakistan and Sri Lanka in their Continuous Improvement projects, is an edge over many other trainers.

octara.com:

What other training issues you have observed that need immediate attention from the corporate sector?

Hassan: I think one of the major issues with training in organizations is lack of clarity on the part of HR as to 'why' the training is needed. Most training requirements come from appraisals; I think that's inherently flawed. Training requirements should come from the functions, and the initiator should also consider 'why they want the training' and 'how they will measure the impact of training'

Ramiz: Closing the power gap between senior management and lower level employees. Eliminate bossy culture. And address office politics.

Sualeha: Just relying on TNA conducted by the line managers to develop the training plan is a major issue. Training is not being driven by HR in many companies, they are merely service providers. Instead of analyzing the gap between existing and expected performance levels, the TNA simply mentions a list of training programs the manager suggests for each person and their repertoire is extremely limited.

octara.com:

How do you categorize your training style?

Baseer: Participants have rated me as energetic and very interactive. I guess I will go with that.

Hassan: Participative

Ramiz: Demanding and tough, yet informal. Content driven. Needs specific.

Saadi: Informal, inspirational, engaging and fun. I believe in facilitating learning and providing 'edutainment'.

Sualeha: My ability to conduct content rich training while maintaining an environment of fun is one of the main reasons clients engage me.

octara.com:

Has the recession impacted upon the training scene?

Baseer: Yes recession obviously hit the UAE and Pakistani markets in 2009. Only recently both markets have picked up well. It has become more difficult for new comers to enter the training scene.

Hassan: Yes, of course.

Ramiz: Yes, getting more business. Smart clients are using this downtime to prepare for the next uptick.

Saadi: Surveys and industry reports from the US and UK suggest that the recession has impacted the training scene there. It may have had some impact here as well but my own personal experience working with some of the leading organizations in Pakistan has been otherwise.

Sualeha: Yes it impacted the industry a lot in 2009. However, in 2010 things have really improved as companies realize that putting a hold on trainings is not the way to move ahead in current economic conditions.

octara.com:

Do you feel threatened by international trainers; influx of young trainers in the market? If yes/no, why?

Baseer: Even in these tough times, training market is huge. Hence if there were multiple new trainers, there will be good business for everyone provided they are good.

Hassan: I don't feel threatened at all. I believe competition only brings out the best in you. What concerns me is the reputation that 'training' will earn if people don't deliver value.

Ramiz: No. I thrive on competition. Without a number 2, you can't be a number 1. The better your competitor, the better your game gets. The worse your competitor, the worse your game gets.

Saadi: No, as in any other industry, the market filters out the average and mediocre leaving the top slots for the very best. As for local vs. foreign trainers, having attended quite a few workshops from both, I can honestly tell you that our best trainers are second to none.

Sualeha: No I don't feel threatened at all. I always focus on myself and let others run their own race. The international trainers bring in a new flavour and most of them bring in new concepts and techniques which is a good thing. After nearly 18 years in this field if I was still threatened by the young trainers then there would be something very wrong with me.

octara.com:

What is your advice to participants before they come for training?

Baseer: Please google and read a few workshop related articles before coming to the workshop.

Hassan: Come with questions about the subject or topic.

Ramiz: Do some homework on the topic and ask yourself what do I really want to get out of this and how do I communicate a very clear objective to the trainer? And predict what difficulties you will face in applying the learning.

Saadi: Make sure it is relevant, familiarize yourself with the program contents and note relevant questions that you need answered and specific skills you wish to enhance. In short, get interested, get involved and plan to make the most of the opportunity.

Sualeha: Come with an open mind not just regarding the content but also the trainers. Each trainer has their own style. Compare the outcome of the session if you must, not their delivery styles. Ask your manager or the training department what the objective of the session is beforehand, so that you know how your participation will help your own goals.

octara.com:

What frustrates you most during a training session?

Baseer: I Thank God nothing frustrates me. This is my passion. I love every bit of it.

Hassan: When there are too many people who don't want to be there.

Ramiz: Participants' insistence on fun and games. Boys and girls want to have fun. Men and women work. Simple distinction.

Saadi: I wish managers of trainees would let them concentrate on what is being taught by not calling them on their cell phones or pulling them away from the session. This is an issue that we sometimes face mostly during in-house programs held at clients' premises.

Sualeha: When participants go out to take urgent calls it is extremely annoying. My biggest frustration is when the observers (usually from HR or Training) start pointing out people who are quiet and urge me to 'involve' them at the outset by asking direct questions. A good trainer knows how to engage the most unresponsive participants.

octara.com:

What gives you more satisfaction during and after training?

Baseer: Transfer of workshop lessons through both physical and mental activity gives me a lot of satisfaction while the session is going on.

Hassan: Participants' response and interaction.

Ramiz: The 'aha!' moments. The self discovery. The new options opening up. Going from zero to hero.

Saadi: I love the energy, excitement, dialogue, fun, the 'aha' moments - everything really that happens in the

training room.

Sualeha: When during a session a participant suddenly makes a connection between the learning and their current situation, their expression changes, and to see that is very satisfying during a session. When I meet someone years later, and he or she tells me that they still remember the session, nothing can beat that.

octara.com:

Where do you see the corporate sector setting its focus in the days of post-recession?

Hassan: I don't think we are post-recession yet. While technically Pakistan wasn't ever in recession but our economy has been stagnant for almost three years now. Corporate sector should focus on sales.

Ramiz: Innovation, customer services, investment in enabling technologies.

Sualeha: Finding ways of getting more done with less, i.e. better base line results through efficient processes and effective people.

octara.com:

What do you sense is the core concern and focus of the corporate sector?

Hassan: I think right now the core concern is right-sizing, streamlining, cutting cost and improving productivity.

Ramiz: ROI, ROI, ROI.

Sualeha: Due to recession many people lost their jobs and the headcounts for companies is not going to rise much this year as well. This means that their people have to be better at multi-tasking and handling increased work pressures.

octara.com:

How do you rate the job prospects for HR graduates?

Baseer: GOLD MINE!

Hassan: Great in the long term but mildly positive in the short run.

Ramiz: Excellent. Everything in restaurant industry is location, location, location. In business it's people, people, people.

Sualeha: The job market will improve only if more companies especially local firms start developing their HR functions.

octara.com:

Would you encourage more trainers/young people to come into this arena? If yes what preparation or qualification should they have?

Baseer: My advise to the potential trainers will be to



please enter into this field ONLY if this happens be your passion. This will give you a consistent and a long term career.

Hassan: Yes, learning and development is a great area. My advice is to pick a subject where you are an expert (through knowledge and/or experience), and then work on your presentation skills.

Ramiz: Have a big heart and a hunger to learn everything. Being a story teller helps. Learn to connect the dots and pull from every discipline. Being able to draw stick figures and symbols helps too.

Saadi: I always encourage young people to become trainers if they have the desire, talent and persistence. Some youngsters are merely fascinated with the 'glamorous' side of being a trainer and erroneously think that all it takes to become one is the ability to 'talk well' in front of an audience. To paraphrase something I read a little while back - you can impress them for five minutes but after that you better know something!

Sualeha: Yes, I would encourage them, but they must have work experience before entering this field. It looks glamorous but its very hard work. They must be ready to put in a lot of hours in research, design and preparation before delivering. Just having good presentation skills does not make a good trainer. The ability to give all of yourself i.e. your mental, emotional and physical energy to your participants, and forgetting the world outside the training room for those 8 hours makes a good trainer.

octara.com:

What is the single largest concern for a participant during training? How do you ensure you engage him or her during the training session?

Baseer: The largest concern for a participant during a session is not to SLEEP! And our theme is to keep them energized throughout.

Hassan: Relevance is their biggest concern. How does the content/subject relate to my everyday job? I try to address this concern by engaging them in conversations and activities that relate to their work environment.

Ramiz: Every participant thinks, how do I apply this? How relevant is this? I stay focused on the relevancy and applicability of the training otherwise I send them home and I hit the beach, surf and wonder where I screwed up.

Sualeha: Perhaps the most common concern for participants is that even if they understand the value of the skills being taught, they are not sure whether they will be able to apply them at work. I try and teach most of the skills through their own work related examples and try to show them how they can practically apply these learning at work.

octara.com:

How do you go about creating a learning environment in your training session?

Baseer: We have short workshop related videos, games, activities, discussions and role plays.

Hassan: Well that's a secret (chuckles) but on a serious note, I attempt to engage. A little bit of probing, a little bit of open-ended questions. This always works.

Ramiz: By getting to the needs of each participant, connecting heart to heart, revealing my vulnerabilities and weaknesses, in short, by being human.

Sualeha: By ensuring the session is non-threatening, non-judgmental, and using multiple training techniques which activate each of the 7 Intelligences, varying the speed, understanding the Break Rest Activity Cycle all helps in creating a learning environment.

octara.com:

What are your experiences while working with Octara?

Baseer: Presently I am working with companies in Pakistan, Dubai, Oman, Bahrain and I have found Octara to be the best marketing company so far. Octara has done a wonderful work in public workshops and have recently started in-house workshops as well. I am very confident they will prove themselves in in-house category as well. I will rate them as EXCELLENT in marketing.

Hassan: Octara is a fun team to work with. They have noble intentions and take their work seriously. They do a great job on training events. They could begin to move toward training projects – complete end-to-end learning & development solutions.

Ramiz: Excellent learning curve, open to criticism and feed back.

Saadi: I've been working with Octara for quite some time now and have found them to be a closely knit team of talented individuals. They are very supportive, accommodating, willing to try on and introduce new things and always eager for improvement. In addition to arranging quality public workshops Octara is now increasingly providing customized in-house learning solutions to a rapidly growing list of corporate clients. This calls for further strengthening their team and organizing themselves accordingly.

Sualeha: Overall experience good. You take away a lot of the pressure from the trainer to sell so that they can focus on design and delivery. You are also good at ensuring that the trainers get paid as soon as possible.

octara.com:

Thank you very much!

Committed to Serve

As one of the country's leading food companies, English Biscuit Manufacturers (Pvt.) Limited has always led by example and since its very inception realized the importance of CSR initiatives for the betterment of everyone at large. More than 40 years down this well traversed road, EBM today is still firmly committed towards its CSR causes in the fields of Education, Health, Sports and Wider Community. This sense of responsibility has long been embedded in the body, heart, mind and soul of our company and remains one of the key pillars of our success. It feels natural and necessary that we extend these values to the world we live in and the communities we serve.



Education

EBM is committed to invest for a brighter future by sponsoring:
Korangi School Adoption Programme
Jail Literacy Programme
Young Leaders' Conference (YLC)
The Citizens Foundation (TCF)



Health

EBM has dreamt of a healthy nation and is committed to build a healthier future for all generations by supporting:
Safe Food Conference
Children Health & Education Foundation (CHAEF)
Civil Hospital School Campaign



Sports

Healthy bodies make healthy minds and EBM is committed to invest in the fitness of the nation through:
Special Olympics
Blind Cricket Tournament
National Swimming Championship



Wider Community

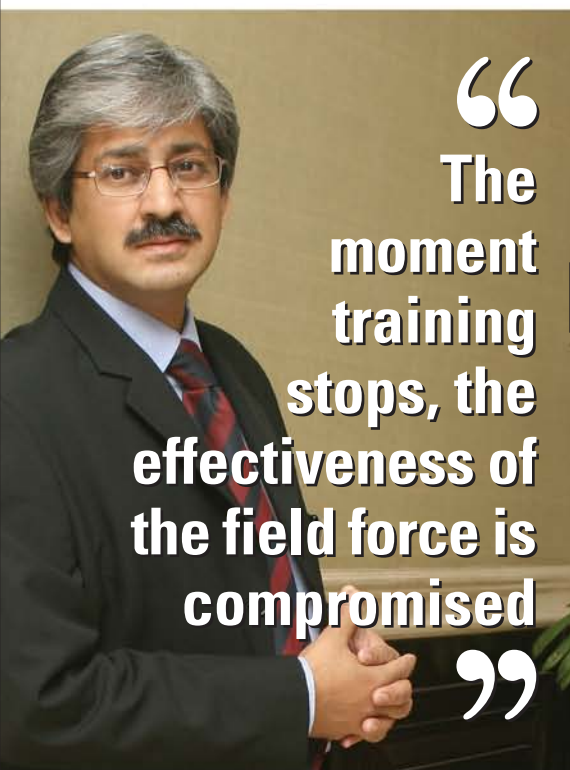
EBM is committed to invest in the wider community by helping those in need through:
SOS Children's Villages of Sindh
EBM Causeway



The Legend Leads...

ENGLISH BISCUIT MANUFACTURERS (PRIVATE) LIMITED

JWT



“
The
moment
training
stops, the
effectiveness of
the field force is
compromised
”

Innovative Pharma Brand Management

Be Distinct ! or Go Extinct !

and getting results through strategic implementation assurance techniques.

“The moment the company budget is under pressure the two items that get the axe are research and training,” says Dr. Rab. “Personal selling is the most effective in the Pharma marketing mix. Personal selling requires field force, and a lot of investment goes into

creating it. The moment training stops the effectiveness of the field force is compromised. If local companies cannot afford a training department then they can outsource their training needs citing specific problems for which specific courses can be designed.”

Companies are more interested in organizing courses specific to their needs, he says. “For example, a company could say that we have a weight reducing product and a cardio-vascular portfolio, and we would like our managers to be trained. OCTARA should standardize company and portfolio specific needs for in-house training. That is when people open up. Otherwise, in the case of many companies participating, participants shy away from sharing their issues due to corporate policies regarding secrecy of information. OCTARA should take the ‘first mover advantage’ since nobody has entered this training niche.”

“In this ‘me too’ market madness, until you’re able to differentiate your sustainable competitive advantage in the eyes of those using your

products and services, you don’t stand a chance of surviving in the field. You need to create energy through synergy. The integration of the marketing process is very critical. The director marketing must be able to pass on his message at the grassroots medical rep level in such a manner that the doctor interfacing with the rep is convinced of the medicine’s efficacy to prescribe it to his patients. It is about people, people, and people. Generating a sense of ownership within every individual in the team is a sign of clear success. If whatever you’re doing is making people successful then you’re adding value to your proposition. The positive feedback of the workshop participants gives me a great sense of achievement.”

In a country in which only 55% of the population has access to medical facilities, and less than 2% of our GDP is spent on health and education, the pharmaceutical industry has a role to play in the continuous education and development of doctors, says Dr. Rab. “Doctors in their curriculum are not taught communication skills to break the bad news to the patient, or how to counsel a dying patient, or a blind patient? These skills are now being inducted and used in other industries. We need to increase the competencies of hospital managers and administrators to facilitate patients.”

On the state of the Industry Dr. Rab says that Foreign Direct Investment in the pharmaceutical industry has shown a negative trend and a few companies have packed up and left. The government is denying drug price increases. If this continues

Dr. S. A. Rab has done his MBBS, is a MBA in Marketing, an entrepreneur, and management consultant. His professional training expertise comes from his regular association with McKenzie, Tornow’s Institute (Florida), Ashridge (UK), and Brian Tracy Institute (INSEAD). His list of clients include Maple Pharma, College of Physicians & Surgeons Pakistan, SMEDA, JGC Descon Engineering, Dow University of Health Sciences, and Fauji Foundation.

OCTARA made the move from general marketing and management to the pharmaceutical industry niche by offering a two-days Workshop on Innovative Pharma Brand Management in conjunction with Dr. S. A. Rab. He dwelt upon understanding the new pharmaceutical marketing paradigm; comprehending the emerging marketing approaches; understanding the enhanced roles and responsibilities of brand and marketing managers; planning for turnaround through marketing; acquiring and implementing strategic marketing; steering the brand through marketing planning;

then multinational Pharmas will stop bringing into Pakistan quality research and new molecules. At one time there were 80% multinationals and 20% local companies in the market. Now it's the opposite. The other side of the picture is our need to build capacity in the local pharma industry as the Indians and Bangladeshis have done. This will throw up affordable solutions. The generics are here to stay, and we need to learn the art of branding those generics.

OCTARA provides industry people with a forum where they can cross-pollinate themselves, says Dr. Rab. "If you are a catalyst, a transformer, if you can bring a change in somebody's life and make life easier for him, then that is one of the most rewarding things in life." Indeed.

Participating Organizations

SEARLE  **NOVARTIS**

 **Getz**
pharma  **sanofi aventis**
Because health matters



SHINHAN

Remington

 **PHARMATEC**
Caring for all Generations



CHAMPIONING OTC!

Dr. Asim Jamal

The guest speaker at the OCTARA "Innovative Pharma Brand Management" Workshop was Dr. Asim Jamal, Marketing Director for Sanofi Aventis in Vietnam. His stint overseas has enhanced his knowledge and skills in OTC marketing. OTC stands for Over-The-Counter, and comprises products that

do not need a prescription.

"The topic of the talk at the workshop was 'consumer insights in Over-The-Counter (OTC) marketing,'" said Dr. Jamal. "The model is similar to Fast Moving Consumer Goods (FMCG) marketing. The Pakistani market is dominated by ethical Pharma which is prescription based. OTC is direct to consumer. In the last two years the best thing that happened to me was exposure to the OTC market. Sanofi-Aventis is the #1 pharma in Vietnam and 45 percent of our portfolio is OTC. We have a range of minerals like Calcium and Magnesium. There is very limited work going on in Pakistan in OTC. Disprin and Paracetamol are OTC. OTC offers a far more sustainable business proposition. Ethical products plummet after their patents run out and the generics takeover at very low prices. In OTC one can build one's brand, like Panadol that is growing despite the presence of Paracetamol."

OTC is successful in Vietnam because of its amazing literacy rate that stands at 90 percent plus. "A large percentage of their population is capable of buying products on their own, specially minerals, vitamins, and supplements. They want their kids to be tall so Calcium supplements sell well, and our brand for bone building is the market leader. Also, during pregnancy they take a lot of supplements so that their child is born healthy."

On the issue of drug prices in Pakistan Dr. Jamal feels that keeping prices down by force is unfair to the companies. "In two years the dollar has gone from 62 rupees to 86 rupees. Since raw materials are imported the bottom-line has taken a hit of 30 to 35 percent right there. MSD, Roche, and Bristol Meyers have pulled out. The problem arises when there is just one medicine which both the rich and poor are buying. That's not the case in Pakistan. Here we have a wide range of molecules and prices should be decided by the market."

Dr. Jamal acknowledges OCTARA as one of the pioneers of corporate training, and says that it enjoys very good brand equity within the corporate sector. Thank you, Dr. Jamal!

"Ethical products plummet after their patents run out. In OTC one can build one's brand"





Winning Decisions

Sualeha Bhatti on Business Simulation

Sualeha Bhatti is the Chief Consultant and CEO of Winning Edge. She held for OCTARA a unique value chain simulation that solves multiple training needs titled Winning Decisions. It combined the complexity of a case study with the fun of a game, and was an interactive and engaging two and a half day learning process which put participants together in teams in charge of their own companies for a simulated 10 years period.

Teams Alpha, Beta, Delta and Gama competed for customers, markets and profits modeled on the real life business environment of a manufacturing company complete with departments for Production, R&D, Finished Goods, Raw Materials, Purchase, Accounts Receivable, and off-site facilities for

expansion of production units. The teams were required to make several key strategic decisions to run their companies, and see the results of their decisions in real time.

“Our tolerance for failure is very low, and people don’t get spared for making mistakes,” says Sualeha who holds a master’s degree in Business Administration from the UK, and has the had the privilege of interacting with and learning from some of the best known names in this field such as Tom Peters, Robert Holding, Robert Benninga, and Ron Kaufman. After her stint with industry Sualeha worked with Omar Khan at Sensie before starting her own company Winning Edge in 2003.

“Through simulation exercises like

the one I have conducted people get to understand how their smallest decision impacts the entire organization. It is becoming increasingly difficult for organizations to pull people for training on a regular basis.”

At Winning Decisions participants get a hands on working knowledge of different business tools like Profit & Loss Statements, Balance Sheets, debt/equity and liquidity ratios, activity based costing, opportunity analysis, and the all important economic value added (EVA) that provides an indication of actual earnings.



“No matter how extensive the training budget maybe, it is always a battle to balance the training needs with business realities. Stand alone training programs provide participants with various views of the picture, but most of the time participants fail to see how they all connect into one big picture,” says Sualeha who has worked in a number of industries before venturing into the field of training and consultancy. Her practical experience ranges from trading companies to manufacturing, and from hospitality to pharmaceutical industries. It is this experience that enables her to bring into her assignments a versatile knowledge of processes applied in different industries and helps her clients arrive at informed decisions. Her 14 years of experience in corporate change and creating transformational learning experiences has exposed her to a multitude of businesses and organizations both in Pakistan as well as abroad.

“Most team building programs provide a short term dose of high energy ‘feel good’ activities, but fail to develop a deeper understanding of the various departments and the ground realities with which they struggle on a daily basis. It is only through this understanding that a respect for each other’s work develops leading to true teamwork.

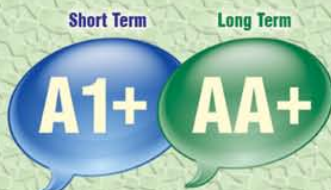
At the end of the day a business has to generate profits, and this requires everyone in the organization to understand financial measures, be able to think long term and strategically.”

At a personal level Sualeha says that she is not a very social person, and hates going out. “I like reading and watching TV. Being with people all day long, I want to be by myself in my free time to unwind.” In addition, her mother’s illness presents her with a very difficult situation, and she says she is always on edge. Good luck Sualeha, and may the Force be with you.



Participating Organizations





A1+ is the highest level in PACRA's rating scale for short term rating



An Islamic Financial Institution

**Single source that fulfils both
your business finance and investment
needs the Islamic way**

One of the pioneers of the Islamic finance and investment systems.
First Habib Modaraba caters to your capital and investment needs
in a Sharia Compliant manner.



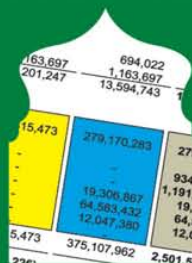
Ijarah



Morabaha



**Diminishing
Musharaka**



**Equity
Investment**



**Syndicate
Arrangement**



**FHM has received first
position award in the year 2009.**

CERTIFICATES OF MUSHARAKA

Individuals and companies who seek purely Islamic avenues of investment can always benefit from our Certificate of Musharaka, an Islamic instrument of investment that promises attractive returns with security, a choice of tenures and flexible profit payment options.

First Habib Modaraba

5th floor, HBZ Plaza (Hirani Centre), I.I Chundrigar Road, Karachi. Phone : (021) 2635949-51, Fax: (92-21) 2627373
E-mail: fhm@habibmodaraba.com Website : www.habibmodaraba.com



Omar Khan
continued from page 4

Gary Hamel and CK Pralahad follow by reminding us that cost effectiveness matters, but isn't enough. You can't shrink your way to greatness. Most red pencil "efficiency experts" would have you shrink the denominator certainly it produces an immediate balance sheet bounce. But it can undermine competitiveness, and capital rarely goes to companies who just excel in corporate anorexia. You have to grow the numerator! Make sure your vision is about that in exciting, purposeful, but relevant, tangible and measurable ways.

Let's jump the queue and go to Marshall Goldsmith who reminds us that when you get to a certain level of leadership, the things that keep you from peak performance as a leader/manager aren't technical skills. After all, you wouldn't have scaled the corporate heights if you weren't technically skillful. Therefore, at that altitude, what holds us back are behavioral blinkers, how we act and interact. A coaching culture is needed of high accountability with active feedback (how we did in the recent past) and feedforward (future based expectations of behavior and performance).

Relative to customers, my friend Ron Kaufman is on hand to remind us that service can be a powerful source of differentiation and that companies need to set up listening posts and relay stations to keep the "voice of the customer" paramount in their business and to ensure we thrive at all key "moments of truth" or perception points. We need to climb the ladder from "basic" to "desired" to "unbelievable" and make that fully believable and a part of our promise.

Come to me then. I've argued that companies liberate passion or become passion killers. Passion is how we convert talent into performance, it is oxygen to the fire, it is the catalyst for creativity, and it is the final report card for leadership. If our customers are passionate to partner with us, if our people volunteer their best commitment and offer their discretionary effort in synergy with each other, we will more than produce the results we are after. Become a student of passion liberators and passion killers.

Every one of these leadership distinctions and insights, by the way, could be applied at the national level if we chose to create, as Singapore has done, a culture of meritocracy and accountability from its civil service to its diplomatic service to what it requires of political leaders, Ministries and Departments -- most of which are run on solid customer based and total quality principles.

We have to get today right certainly. We have to produce quick wins that build up momentum. We have to behave our way today to tomorrow's success. We need leaders who can manage, and managers who actually, actively and passionately lead! So let's root ourselves in the best of our traditions, break our chains, and build a future worthy of both our values and our dreams.



SENSEI



Sheraton

shared

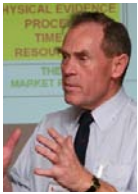
LIFE IS BETTER
WHEN

CORE VALUES

EVERY GREAT
BRAND CAN BE
DESCRIBED IN
A FEW WORDS
THROUGH WHICH
EVERYTHING IS
EVALUATED.



Warm
Connected
Community



Ian Ruskin

continued from page 9

Socializing Losses, Privatizing Profits

A lot of money is being pumped into the financial sector where the banks have over leveraged themselves and gone bust in the process. It's the government's fault. "Governments in the UK and USA have allowed banks to merge, and that has reduced the number of banks and the amount of competition. Because of the free market environment and strong anti-regulation sentiments where the players insist that they know what they're doing, a lot of fraud has been going on which we are only now discovering. That affects the reputation of the bank and how it markets itself."

There's a Catch-22 situation where bonuses are being paid out to retain talent, the argument being that if we don't have the talent how will we pull ourselves out of our present dismal state? But isn't this the talent that was responsible for creating this dismal state? "Exactly right! There are two issues that need to be covered, the first of which was beautifully dealt with by a comedian in the UK. He said that no football manager would want to keep the players who kept on losing matches! Governments by and large were unaware that the financial services were beginning to centralize and coalesce. Building societies in the UK that were begun as friendly societies to help people build homes are now part of banks, with the Royal Bank of Scotland and Halifax being examples. So they're actually reducing the options of the people in the market place. There's no competition any longer."

In terms of trading, says Ian, people at these banks are operating in marketplaces that have nothing to do with

the consumer market and the business driven market that they were originally set up for. They are betting on horses, more or less. They are bound to lose. Then putting taxpayer money to bail out such operations is adding insult to injury!

Fashionably Green

"A reading of the last 18 months or so has shown there to be a lot more responsible organizations now who find they have a competitive edge if they are seen by their consumers as 'green' and environmentally friendly," says Ian Ruskin, who feels that the marketplace is far more sensitized to the issue of global warming and climate change. "It's not happening fast enough, but anything which is worthwhile will start slowly, and accelerate as it becomes fashionable and people realize how important it is."

Ian Ruskin has four books to his credit, including one on cooking ('Cooking Away')! He is a great advocate of the small business sector (20 to 200 people, low turnover). "Everyone has neglected this sector in terms of practical books on marketing and finance." His first book 'Mastering Marketing' was specifically meant for small businesses and is in its second edition, and being used ironically for qualification into the Institute of Managers. The second book is on 'Marketing Financial Service'. Ian is very interested in Pricing, which is the subject of his last book.

Ian says that the people who attend his courses are all very well educated and have something to contribute. "When the Indian subcontinent produces qualified brains they are qualified! And would hold their own amongst similar professionals in the USA, UK, Singapore, South Africa. They are up with the best." For him the debate with the participants is the high point of the training.

Interviewed by Adil Ahmad



Arshad Abdullah

continued from page 12

The presence of the EFU top management at the PIM courses was a regular feature, and it included Mr. Bhimjee and Saifuddin

Zoomkawala. Arshad Abdullah retired from the PIM on the 5th of April 1994, and joined EFU General the next day, on the 6th of April 1994. Six years later he moved to EFU Life in a move designed to gain for it ISO 9000-2008. His task there was to develop the Middle Management and put in place HR Best Practices.

"At EFU Life HR is everybody's business," says Arshad. "The Line Managers are their own HR Managers." The HR Department as such has Arshad as the Advisor, and a lady designated Senior Manager HR, and together they put in place newer performance appraisals, coaching, and counseling and recruitment systems. "All

managers should think like HR managers," says Arshad, who is not in favour of outsourcing, and considers it a fad that will soon pass. "There must be a go-between who connects the management and employee viewpoints. The alignment of the Company's vision with the people is the all important Strategic HR."

Arshad Abdullah is 75 years old and fighting fit! He admits to not being too fond of exercising, and says that teaching two to three hours a day makes for a lot of exercise! He also teaches Strategic HRM at the IBA, and is concerned that there are no required courses in HR either at the IBA or LUMS. Arshad's wife is the daughter of Hafeez Jullandri, the coiner of Pakistan's national anthem. His daughter is happily settled in Seattle, and his son works for Toyota in Pakistan. His has been a grand innings that continues unabated. Bravo!

Interviewed by Adil Ahmad



Sandra Reeves
continued from page 11

diagrams. "How do you evaluate ideas that you come up with? I take the participants through the thinking process that leads from concept to execution."

Pakistan is an emerging market and it's growing, says Sandra. "Sales will always be important, be it a market upturn or downturn. Pressures on sales force in a downturn are multiplied because of tighter budgets. It makes good sense to send sales and service staff for training in selling skills. In a downturn, instead of fretting and fuming, it's better to build one's expertise and upgrade oneself."

"Right now it's a buyers' market. They are spoilt for choices with a variety of options. More than ever before organizations need to know how to differentiate themselves from their competitors, and add better value than the next service provider. We give them the professional techniques of how to sell effectively and convincingly, but at no stage in my courses will we be suggesting that they use hard sell, or an aggressive sell, or an unethical sell. It's got to be based on value for money. Up-selling is the ability of the salesperson to sell beyond the core product to the peripheral product. The customer never buys what you have. The customer always buys what he or she needs. The customers of today are very discerning, and are aware of the difference in products. It's not easy anymore for any salesperson to hoodwink a customer."

Increase in consumption need not be a result of improved selling techniques, says Sandra. More often than not it is a consequence of increased liquidity and consumer capacity that the people on the streets have as a result of a growing middle class, which is the case in Pakistan. Our approach focuses on selling that is based on relationships, and not transactional selling. Building bridges with clients and adding value in what you do for them. Providing not just a product or service, but also follow up services, and sometimes consulting expertise, so that the customer sees you less as a vendor and more as a solutions provider and business partner. It's all about long term relationship selling."

Sandra was born in Singapore where she spent the first 18 years of her life. She then spent 8 years in London doing graduate studies and her Masters, and has been back to the UK several times for professional upgrading in areas such as Creativity, Innovation and Mind Mapping from the Tony Buzan Center which she represents.

Sandra now operates in 20 countries with offices in Singapore and Sidney. Of Singapore she says its run very much like a business entity, Singapore Inc., with policies that are very pro-business.

"There is great respect for Lee Kwan Yu for his vision and strategies that led to the success of Singapore," says Sandra. Singapore got independence in 1965, and is amongst the very few countries that can claim to have become better off after Colonial rule. At 87 years of age Lee Kwan Yu is still very active as Minister Mentor. He is a man of great insight and a statesman of the world. The new prime minister Lee Hsien Loong is his son but nobody considers it a dynasty. Lee Hsien Loong is a Cambridge university technocrat who has spent a year in Harvard, and his background is business economics."

Singapore has evolved from a low cost manufacturing center to a center that is totally inapt for manufacturing because of its high overheads, and has lost its competitive edge in that area to Malaysia, China, India, Thailand, Philippines, and Indonesia, says Sandra. "Over the last few years Singapore has focused on becoming a high valued added destination for bio-chemicals, life sciences, e-commerce, technology, healthcare and IT.

This is not the result of a reactive approach; rather it's preemptive on behalf of the Economic Development Board to recreate the identity of Singapore as something that is ideal as a high-end solutions provider rather than a low wage, low end manufacturing center."

"There is heavy investment in human capital that has helped Singapore emerge from crisis time and again. The drive of the people is paramount more so because Singapore has zero natural resources. Not a single item of food grown in the country, no fishing, no mining, no forestry, no animal husbandry. The entire reliance is on human capital, hence the industries that we have are in the realms of Life Sciences, Medicare, Tourism (home to Formula One Grand Prix for the last two years), IT, and until recently a very strong financial center."

The other intel on Singapore 'extracted' from Sandra after what may well have constituted a rigorous 'interrogation' was that there are no power outages in Singapore (how boring!) One can drink water straight out of the tap. Its Hyflux Desalination plant cost \$5 Billion. 250,000 Singaporeans live in Malaysia and work in Singapore. It has tropical weather, and the only seasons are Indoors and Outdoors! It's a smoke free environment with 200 percent import duty on cigarettes and alcohol. and smokers cant be doctors or teachers. Nobody breaks the law in Singapore. Penalties and compliance are very high, with Singapore known as 'Fine' City!

Welcome once more to Pakistan, Sandra! "It's a pleasure being back! I have always enjoyed being in Pakistan. I would like to thank my business partners Octara."

**It's a pleasure being back!
I have always enjoyed being in
Pakistan. I would like to thank
my business partners Octara**

The Power of Social Media

Seminar

Everyone Is Going Social – Are You Coming?

by Hassan Rizwan

18 June 2010,
Sheraton Hotel & Towers, Karachi
5:00 to 8:00 pm

Workshop Theme

Social media is the fastest growing phenomenon over the last 3 years. It's a way for professionals to collaborate across continents, for companies to reach out to their customers and for people to build stronger networks beyond their physical outreach. Social media is becoming an industry with hundreds of new products and services emerging every year. It is estimated that by 2015, social media-related professions will feature in the 10 most sought after professions worldwide. The biggest misconception among general people about social media is that its scope and value are restricted to entertainment. Social media is evolving to be the biggest facilitator for career growth, professional networking, lead generation and project collaboration.

Most Valuable Benefits

After having attended this session, all participants will: -

- Understand the world of social media
- Acquire important knowledge about the most famous social media platforms
- Know how to create their own or their brand's social media presence
- Identify ways to use social media to develop a strong professional network, generate leads and get referrals
- Become aware of the 'rules of engagement' in the world of social media

About the Facilitator

Hassan is avid practitioner of social media tools himself. With his presence on several platforms, Hassan leverages his professional and social relationships to gain traction for his personal and professional objectives.



Training | Conferences | Events | Publications

For Details & Registration

Tel: 021-34534261, 021-34536315, 021-34520093, Fax: 021-4520708
E-mail: register@octara.com, info@octara.com | www.octara.com



Event Calendar June to November 2010

Build Lifetime Customer Relationships

Saira Akbar, Dubai

8 - 9 June 2010, Karachi
11-12 June 2010, Lahore

Innovative Product Development Strategies

Ian Ruskin Brown, UK

14-15 June 2010, Karachi
17-18 June 2010, Lahore

The Power of Social Media

Hassan Rizwan

18 June 2010, Karachi

The Key to Profitable Growth®

Roger Harrop, UK

July 2010, Karachi & Lahore

Communication Masterclass

Jeremy Parson & Hassan Rizwan

July 2010, Karachi & Lahore

Personal Effectiveness at work

Saadi Insha

July 2010, Karachi & Lahore

Advanced Selling

Craig Wardman, UK

July 2010, Karachi & Lahore

Effective Delegation Skills

Baseer Sami

July 2010, Karachi & Lahore

Course I

Forecasting and Capacity Planning

September 2010, Karachi & Lahore

Course II

Strategic Quality Management

Alan Power, UK

September 2010, Karachi & Lahore

Total Rewards Strategy

Rahim Shirazi

September 2010, Karachi

Mind maps at work!

Sandra Reeves

November 2010, Karachi & Lahore

The Customer is King Series

Sandra Reeves

November 2010, Karachi & Lahore

www.octara.com