

# Quality Mantra

A NEWSLETTER OF INTERNATIONAL CERTIFICATION SERVICES



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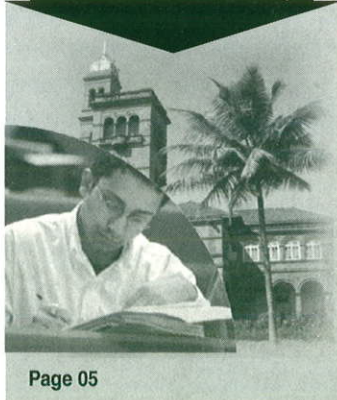
FOR SERVICE INDUSTRIES

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## QM Reader's Platform

Let me first compliment for giving wonderful name to your news - letter as 'QUALITY MANTRA'. There is synergy in getting lot of tantras from experts, professionals, consultants and auditors to explore the complex topic of Quality. Your efforts to highlight QMS, EMS & OHSAS in the news- letter should forge strong pedestal for propagating IMS in the company, business, home and profession.

I wish you all the best and look forward to read favorable & constructive reader response in future issues.

**Mr. Yashwant M. Gokhale**

[www.qsconsultant.com](http://www.qsconsultant.com)

It is wonderful to know for having obtained OHSAS, 18001 from Joint Accreditation System of Australia and New Zeland JAS - ANZ, Australia. Good luck for ICSASIAN for doing this innovation work for the country for safeguarding life & our environment.

Great to hear that ICS has entered into agreement with PCBC- Poland for the product certification and CE Marking. Another milestone crossed through this, that we are flying abroad with great success.

Police station to get ISO in our country-next to impossible, but you made it possible. Really great! Congrats to that particular police station & ICS unit for making such an attempt which is really impossible in India. Hearty congratulations to Jeedimetla Police Station, Cyberabad.

'Learn with Fun' is simply excellent & hope one is trying to become Shri. R. K. Laxman..! Great achievement. Keep it on whosoever the concerned.

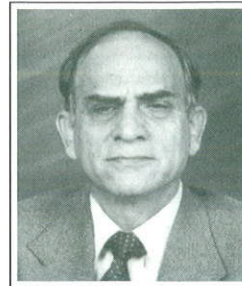
**S.K Kulkarni**

Managing Director

Shri Vasantdada District Co.Operative Milk Producer Union Ltd, SANGLI



## Editorial



### MESSAGE FROM MD

Today's mantra for the success is "Customer Focus" specially for the service industry as their product is various services. Services can be improved through use of management system and advance technology. We are fortunate to live in the modern world wherein excellent hardware and software is available. Thus the job of service provider has become easy provided they select right software and hardware to improve efficiency and cost economy.

Globalization has also resulted in improvement of our service industry. There has been lot of improvement registered in finance sector like banking who have adopted to ISO 9001 quality management system. Number of private banks and nationalized banks have not only upgraded their hardware and software but connected their branches on line extending excellent banking facility in the country. Reserve Bank of India has also been changing with the time and bringing strategic and upgrading system to meet WTO requirements. Today they are going to introduce finance / cheque clearance within few hours rather than waiting for 2 days.

Similarly Education has also going to see changes because of government pragmatic approach. Education provide spectrum of courses to meet the need of the market and the country in line with the international standard practices. Opening of new universities and education institution with an international accreditation from overseas has definitely helped us to improve the quality of our education services. Education Institution has also adopted quality management system, ISO 9001 as well as Environmental Management system ISO 14001.

Health Industry also keeping themselves abreast with the technology with modern management system like ISO 9001 - QMS, ISO 14001 EMS. India has many good hospitals and provider of advance medical treatment at very reasonable cost thus will definitely attract Medical Tourism that could be a maximum revenue generator apart from BPO. BPO should also adopt to the modern management system based on international practices by embracing quality management system , IT Security and OHSAS18001 so as to sustain their growth in this global competitive world .

International Certification Services plays a vital role in the development of our country. As on today we have certified nearly 700 service sector organization in health, finance and education.

**SUNDAR KATARIA**

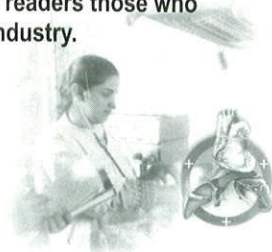


## Feature

Our prestigious clients from different service industries have expressed their experience during the implementation of Quality Management System & the benefits obtained as a result of the same

These are being shared with our readers those who want to go for QMS for service industry.

## HOSPITALS



### H. V. Desai Eye Hospital, Pune

There are no absolute quality standards and neither will there be one. It is relative to time & environment. At the same time if you cannot measure or monitor quality you cannot improve. The quality management systems standards are popularly called ISO and older ISO: 9001-94, ISO - 9002 & 03 are dropped and there is only one ISO-9001: 2000. These standards have clear objective of gaining some insight, clinical quality improvement & monitoring patient satisfaction. It can be generally thought that ISO systems are only for factories and firms and may not be required for hospital services. However with better understanding of concepts of hospital administration, enhanced patient care, social marketing it has become imperative to seek the benefits of Quality Management Systems.

There are five main sections of ISO 9001-2000.

1. Quality Management system
2. Management Responsibility
3. Resource management
4. Product Realisation
5. Measurement Analysis & Improvement.

The product for hospital is the single or multiple service keeping in view the following that your customer (patients wants)

1. Easy in identification (patient flow)
2. Delivery faster (waiting time)
3. Quality better (clinical audit)
4. Cost cheaper (costing)
5. Customer satisfaction (patient satisfaction)

The adoption of ISO - 9001 : 2000 is a simple process once strategic decision is made you have to choose agency. We found ICS extremely scientific in its approach, in depth access & help you gain better quality assessment. They don't police but are in dedicated result oriented advisory role. The consultation agency will help you to make quality manual designed to your needs and hospital has to appoint one MR ( Representative). The ISO 9001: 2000 has definitely helped H. V. Desai Eye Hospital to understand insight and improve quality, by assessing regular patient satisfaction, clinical audit, calibration and maintenance of equipment training of paramedical / medical staff. It gives new insight to improve and thus ISO - 9001: 2000 Quality Management System is must for every hospital aspiring to give best service.

**Col. M. Deshpande,**  
Medical Director  
H. V. Desai Eye Hospital, Pune

### GUPTE HOSPITAL, PUNE Dr. Sanjay Gupta.



When we were considering the idea to go for ISO 9001-2000 QMS Certification, one thing was absolutely clear in our mind, if the implementation of ISO is going to help us improve our systems then only we will adopt the system & we will not go for if its use is only to show off. This principle we made clear to all our staff members & then plunged into the implementation process whole-heartedly. The first & foremost advantage, which was visible to everybody, was the moral of the entire team shut-up during the first stage of implementation itself. Even the doctors who were averse to any administrative responsibilities started taking active interest in all the non-clinical duties. We took special efforts to involve everybody in the implementation process we realized that even the *navshis* started keeping simple records at the daily work, which they were doing. There was a sense of recognition for each small job being done by them, since everybody understood that failure of one person might cause failure of the entire system. So the co-operation between various levels of staff increased markedly obtaining the certificate became prestige issue for every participant. As the audit day approached the motivational levels reached all time high.

Once the certificate was obtained we were worried that again the things may go back to the original status. But to our surprise we realized, that majority of the changes were adopted by the entire staff with the new sense of achievement. Ever though the initial Euphoria was over, certain benefits lingered for everybody to see. Needs for staff training was correctly identified & training sessions became more focused.

Patient's needs were highlighted & every participant started contributing to fulfill patient needs, at their individual levels. Feedback taken from the patients in a structured manner, was analysed. This helped us a lot in setting up our new facility. Even patient's expectations & patient's aspirations were analysed systematically. This helped us in improving in house facilities & layout of the new hospital.

Now, every single facility provided in our new hospital is based on solid-patient-feedback analysis. Even the colour combinations of our new hospital rooms are based on patient's preferences. Collection of data & its subsequent analysis has become the norm of the day. Earlier (before ISO) the decisions, which were more of intuitive in nature, are now based on factual data analysis. Being a first ISO 9000 certified hospital dedicated to Gynaecology has its own advantages. Many companies / TPA's have started approaching the hospital to include our hospital's name on their network. Spin off advantages is many. Like staff turn over has reduced drastically. Everybody takes pride in getting associated with your hospital. Even we realized that there is a competition amongst suppliers to include our name on their customer's list. This also gives you a negotiating edge with the equipment suppliers. Of course with this certification, comes the responsibility of living upto the expectations of patients. Expectations also go up & nobody easily accepts non-conformities. This is a blessing in disguise if you look at it positively.

Internationally such systems are available & hospitals & laboratories are certified under such systems. In India there is a genuine need for certifications. ISO QMS certification can partly fulfill this need. There is a misconception amongst doctor's community that ISO is meant for Industry only. This needs to be dispelled. ISO can further enhance the certification by including certain medical & paramedical procedures in the auditing process.



## CONSTRUCTION



Every organization functions with certain Quality Management Systems. We at Runwal Housing too had our own QMS in our organization. These were scattered systems evolved as and when necessary as and where necessary and for whomever necessary. This led to a situation where there was no integration of various systems under one platform. We realized that it was like having a lot of computer software modules in the organization suited for various needs but what we needed was an ERP to integrate all these on one single platform.

Gearing up for ISO 9001-2000 through its suggested route gave us the right ERP for QMS. Here we could integrate the separate modules under one head and yet have the individual flexibility needed at the lower end.

The implementation of QMS has resulted in a more efficient organization, which now works better and efficiently and in our context Builds Better, Delivers Better, Supports Better and thus Serves Better.

ISO has enabled us to ensure satisfaction to all our stakeholders & not just our buying customers. This has resulted in a very positive and comfortable response from our clients and customers.

ISO has also helped our HR team formulate clear working areas, with individual responsibilities and authorities clearly defined. This has led to a more vibrant & responsive organization, which responds quickly at all levels.

QMS has also taught us to evaluate customer feelings and aspirations & we are thus better equipped with feed back about the likes & dislikes of our customers. This has helped us to design and create better customer centric products. This has eventually led to better acceptability & higher customer satisfaction.

Lastly the advantage of the 'An ISO 9001 : 2000 Company' mark leaves an indelible mark on the minds of our clients and gives a distinct advantage in all facets of the business. Thank you ISO & thank you ICS, we are a more organized, responsive and efficient organisation today.

**SANJAY RUNWAL**  
CEO & Partner  
Runwal Housing  
Pune.



## INFORMATION TECHNOLOGY



**Milind Dhongade**  
Director, Penta Computing Pvt Ltd

Penta Computing Pvt Ltd, is 100% Export oriented Unit located at Pune. We work with companies in US, UK and Italy, for the software development projects on J2EE and Microsoft Platform.

Management decided to go in for ISO certification in 2003 as a New Year mandate. In November 2003, Penta was certified for ISO 9001: 2000 through ICS. The main objective of going for ISO certification was to streamline the processes of software development and to achieve consistent and predictable software quality so as to increase the customer satisfaction.

When we analyzed the data on software projects, executed in past, we could identify two main issues to improve on.

- a. Capturing of customer requirements to the minute details.
- b. Software quality should not depend on the persons working in the team.

We found that these issues are effectively handled by implementing the QMS. Because of QMS implementation, company culture changed from person dependent to process dependent. This has given us tremendous benefit in terms of management of people, which is a key factor in IT Services sector. Due to QMS, management is sure about the level of quality of software being delivered to the customer. End result :- Customers face less issues and iterations are less That means increased customer satisfaction level. We could measure the same via customer feedback system.

Our customers have appreciated the concept of customer feedback system and also felt the difference in deliverables after QMS implementation. Their recent feedback shows that satisfaction level is increasing. Being in the service industry this is the most significant factor for any management. This leads to probability of gaining additional business from existing customer and also establishing solid references for future business.

Key Benefits :

- a. Increased customer satisfaction
- b. Savings in cost due to less iterations
- c. Reduction in stress levels due to well structured approach
- d. Possibility of continual improvement due to corrective feedback mechanism.

The important factor, which will give edge over competitors, is the confidence of customer on your team. As in service industry, deliverables are not visible till implementation. Hence to establish that confidence, processes play an important role. In fact these processes make it possible to convert invisible deliverables to visible deliverables.

Hence ISO certification has improved working environment and customers also cooperate to work in discipline and follow the processes. This in turn, is mutually beneficial to both parties. This also has increased (existing) customer confidence, their-by resulting repeat business. These days, it is mandatory to have quality certification to compete in international market.

Last but not the least, Penta got a good partner for their  
"Quality Drive" ..... ICS !!!



## Feature

### EDUCATION



**Shashi Thakar**

Acting Director Trustee  
Sanjeevan Vidyalaya Trust, &  
MRISO, Sanjeevan Vidyalaya Panchgani.

My direct introduction to ISO was in Sanjeevan Vidyalaya, though, I have been reading literature about ISO and what it stands for.

I noticed at the outset a strange but understandable apathy towards some of the ideas like 'audit' in some section of the staff. After discussion I realized that it is arising out of the use of words, which prima facie are and were alien to the educational world.

The words were 'audit', 'customer', 'product', 'product processes' & so on & so forth. Initially we decided to find equivalence to the words from our educational perceptions, & we realized that words like 'input', 'output', 'expectations', 'beneficiaries', 'results', 'parents feedback', 'students feedback' and 'self audit' seemed more or less to correspond to what was expected by ISO. ISO checklists were discussed at length. After hours of discussion large number of the faculty, struck a chord of comfort and acceptance.

Even then it was felt that "every six months auditing is irksome & too much paper work is taxing", particularly for teaching faculty which is dealing with loads of paper everyday. There was also an initial hesitation to 'rock the boat' by constant vigilance through audits & documentation

After interactions at different levels, we decided

(a) to work our way about to make ISO a truly meaningful experience,  
(b) to 'audit ourselves' & then audit the systems for constant updating  
(c) to build up an ambience of "QUALITY". Quality has to be the password and building up the ambience of 'Quality' is necessary for an institution, particularly for an 83 years old educational organization like ours. Slowly it was realized that record keeping & documentation does help to look back and look ahead.

Talking philosophically we can say that actually we are constantly 'auditing' others' and ourselves because probably consciously or unconsciously, within us, we are setting certain perceptions of 'perfection' certain modules of "quality".

Unlike industry which depends on technology, on applied mechanical skills & on profits by storming customers mindset & perceptions, service industry depends on cultivating and strengthening inherent qualities, cultivating relationships and evolving systems in keeping with 'growth'.

Quality concept, therefore, in service industry has to go beyond the world of skills and productions. 'Quality' has to be built through quality relationships and systems evolved after interaction and mutual comfort. At the top of pyramid are the beneficiaries direct and indirect- the students /learners, parents, the community, staff and the institution.

We have evolved a technique of individual interaction after and during the audit with the auditors, auditees & with the M. R. We have decided that where corrective action is necessary we should do it and help each other to grow, to look at each other's work with the idea of continuous growth and not with the idea of finding faults

Some of the areas where I totally disagree are to create a class of auditors and auditees. Each and every member of the staff, in fact, I would go a step ahead and say that each and every student member also should take it in his / her stride to be an auditor and an auditee. Look at yourself and look at the persons around you to better your systems / your styles of living, accommodating and growing. Ensuring growth and evolving system of 'quality' in life in all that we undertake has to be the 'Mantra'. Our Indian heritage has some fine suggestions of evolving management of self and management of universe around us. How to make 'self audit' take precedence over other audits is the technique.

Now we are much more comfortable with 'records', 'audits' and 'documentation'. Our record keeping has improved. We have become more conscious of our skills and equipment not only for results of examinations but also for improving the approach. 'Idea Box' has meaningful suggestions from the students.

Service industry evolves and works around the 'Shastra' system of relationships trust, self look and growth which enviably converges into continuous development and awareness of 'Quality', which has to be an inherent nature of service industry.

At the end of it, I can say that with the introduction of ISO slowly and steadily we are stressing and watching 'Quality' and continuous development more diligently and consciously.



**Mrs. Jayshree Venkatraman**

Principal, D.A.V. Public School,  
Aundh, Pune.

DAV Public School, Aundh Pune was established in Jun. 2003 with a modest strength of 630 students. By virtue of its association with DAV College Managing committee, a trust 130 years ago, it was looked upon with high expectations.

DAV Pune took valuable guidance from its flagship schools in Bombay, which are all ISO Certified, Moreover Dayanand Institute of Education Management and Research founded by Director K. B. Kushal constantly orients and guides the schools under its aegis. The institution has incessantly deliberated, reviewed over the time tested policies framed by our worthy ancestors. There was an urgent need felt to revitalize the policies keeping pace with the dynamic society. With this noble mission DIEMR has constantly endeavoured to upgrade the systems, Pedagogical methods are constantly reviewed for their effectiveness. Permissible changes to customize the need has become a salient feature of the school.

The school got its accreditation on 10<sup>th</sup> April 2005 from International Certification Services. it has now a strength of over 2500 students, i.e. 5000 parents have entrusted their precious child under our care. The school perceives it as a challenge and shall endeavour to be worthy of the trust, the faith, the confidence of these parents.



The school has improvised its hierarchical system of management. It provides an atmosphere of empowerment by letting the teachers and students take decisions. The atmosphere constantly inspires the team to enhance learning. Each member is deemed a process owner. There are no rigid role boundaries and all members have internalized the objective. The paradigm shift has enabled all to think and share their thoughts liberally. A culture of inspiration has gained an edge over one of controls. Inspiration arouses emotions and inspirational leadership is being touted as a new mantra.

The school takes into consideration academic freedom of the faculty, participation of the faculty / students, encourage selection on the basis of merit, accountability and regular testing of standard.

We have a feedback mechanism by which we know the lacunae in our system to improve our processes. We measure the effectiveness of our institution by assessing the quality of the output. By output we mean knowledge, skill and value gained. The learning objectives established by the learner must be met. Higher the percentage of students who meet a large proportion of the learning objective, higher is the effectiveness. The analytical and intellectual rigor to achieve learning objectives is supported by legitimization of feelings and emotions both individual and collective.

Attitudinal change or 'man-making' is the corner stone of vedantic philosophy. The concept that individual perfection leads to world perfection will be applied to individual effort as well as to team work and community activities. At DAV Pune, we also sensitize our students to the dark side of India its poverty, the inhuman conditions in which many people live, its illiteracy and social evils. Outreach programmes titled SAMVEDNA The Utmost Pleasure of Sharing the Pain has initiated many social activities.

DAV, Pune experience great pride in getting itself associated with International Certification Services. This shall give the school an opportunity to be constantly evaluated, assessed, audited and guided by experts.

We look forward to a long association with ICS.

JAYSHREE VENKATARAMAN  
PRINCIPAL

DAV PUNE

## Corporate News

### AWARDS :

International Certification Services, Mr. Sundar Kataria Managing Director received the national awards citation and gold medal from RASTRIYA VIKAS JYOTI AWARD WITH MEDAL FROM ALL INDIA BUSINESS DEVELOPMENT ASSOCIATION last month. This award has been confirmed for ICS valuable contribution to the industry, society and at large the nation.

### Publications :

We have developed "Food Safety Management System" codex plus guidelines based on risk management system. This food safety standard has been reviewed and approved by RvA Netherlands. We appreciate valuable contribution of Mr. N. Sethuraman Executive Director in this regard.

This code on Food Safety will become popular in India and will definitely be utilized by Food processing and service Industry.

### Accreditation :

JAS-ANZ Australia, Jas-Anz Auditor team consist of Team Leader Ms. Susan William and Client Manager Mr. Phil Foster successfully completed their surveillance audit in office and witnessed number of audits on site for various sector of industry.

JAS\_ANZ appreciated ICS growth development and continuous up gradation of their certification system. They also gave positive remark on the team work and competence of their Auditors, Specialist and certification cell.

### IRCA London :

ICS's group company 'ICS Technologies' has been audited by Mr. Roger Coasby ,IRCA, London successfully for Lead Auditor QMS Course.

### PCBC Warsaw :

Our MD had a very fruitful meeting with PCBC at their office in Warsaw. Business terms are extended to work on following areas;-  
-Certification of the management system in accordance with polish accreditation for Europe for product certification.

Mr. Sundar Kataria has also had the opportunity to visit PCBC CE accredited Laboratory for testing of construction material located at Klobucka Street the famous port town of Poland.

The laboratory has advanced testing equipments for inspection and testing of the construction material like partition wood, thermal insulation board, tiles , bricks etc.

### NEW PREMISES :

We have moved to new premises recently along with Mumbai operations to make our services more efficient and effective.

The office has been centrally located at Kalina, Santracruz (E) close to the Industry hubs Andheri, V. Parle, Ghatkopar etc.

### ASSOCIATION & RECOGNITION :

#### QUALITY COUNCIL OF INDIA.

Mr. Sundar Kataria Managing Director has been nominated on their board of "Quality Council Of India" and attended their Annual Meeting held recently. Thus International Certification Services will be able to contribute to the nation.

#### ASSOCIATION OF CERTIFICATION BODY :

Mr. N. Sethuraman executive Director has been selected as a Chairman of recently formed Association of the Certification Bodies in India. (Federation of ISO certifying bodies of India ) This is an excellent move by the certification bodies in India to have a unified force to improve the ethics and quality of the certification of management system.



First meeting was held last month at N. Delhi in the presence of Mr. Tony Garven Ex-Director and Ms. Susan Williams Client Manager.

All the other Certification Bodies agreed to cater growing need of the country for the Management System by ensuring certification to the International recognition under MLA agreement between the various countries.

We congratulate Mr. N. Sethuraman and wish him all the success.

**SA 8000 Social Accountability :**

International Certification Services has enhanced their scope and has certified SA 8000, Social Accountability for Small Scale Industry exporting their textile product to the western country.

We have successfully certified ADONIS INTERNATIONAL LTD. Located at Panipat in Punjab.

**THIRD PARTY INSPECTION :**

International Certification Services has been recognized as a dynamic certification body in India & bagged number of important agreements related to third party inspection from BHEL, MGL, Gammon & ONGC.

We have also built up very strong inspection team under the leadership of Mr. Ramakant Prasad and Mr. A. K Sinha Sr. Manager.

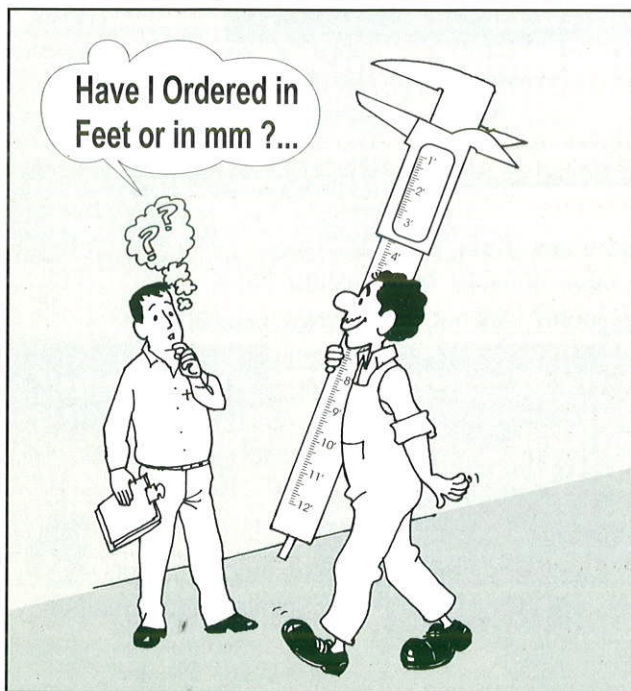
**ICS Chennai :**

ICS- Chennai has registered an excellent growth under the leadership of Mr. G. Venkatraman, Manager Operations. ICS has been leader not only in the manufacturing industry but also in the service industry like health care and education sector also.

**MR. UDAY DHARM :**

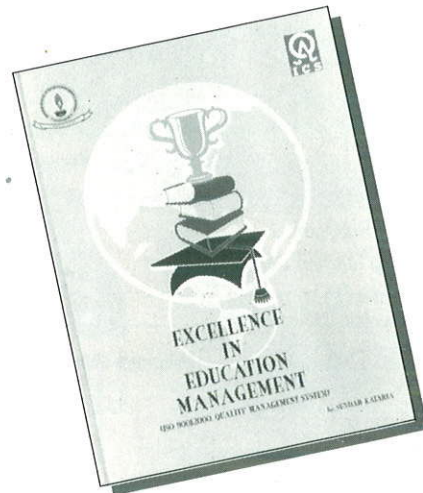
Mr. Uday Dharm has been upgraded as a LEAD FACULTY to provide Management Training Courses for Lead Auditor-ISO 9001:2000 that has been accomplished satisfactorily by him. Mr. Uday Dharm has also been witnessed & approved by IRCA, London auditors recently.

## Learn with Fun



## ICS Publication

The book on the  
**EXCELLENCE IN  
EDUCATION MANAGEMENT**  
is available for sale at all ICS Stations



## Diary Notes

From	To	Place	Training course	Contact details
16/7/05	20/7/05	Aurangabad	Lead Auditor Course (5 days) QMS	Chandorkar 0253-2422392/5601349 icsnasik@satyam.net.in
23/7/05	24/7/05	Aurangabad	Internal Quality Audit (2 days) QMS	Mr. Chandorkar 0253-2422392/5601349 icsnasik@satyam.net.in
25/7/05	29/7/05	Baroda	Lead Auditor Course (5 days) QMS	Mr. Anurag Rastogi. 0265-2466653/6979 ics_baroda@satyam.net.in
4/8/05	5/8/05	Pune	Internal Quality Audit (2 days) QMS	Mr. Ashok Ohol 020-25455206/25424206 ics_pune@ivsnl.net



## Station's Highlights

■ **ICS Nagpur** : has certified following prestigious clients for ISO 9001:2000

- 1.M/s. Super Commercial Company, Nagpur for ISO 9001:2000
- 2.2. M/s. Koradi Training Centre, MSEB, Nagpur for ISO 14001:2004
- 3.3. M/s. Cezanne Tradelinks Pvt. Ltd., nagpur for ISO 9001:2000

■ **ICS Ludhiana**: has certified following prestigious clients for ISO 9001:2000

- 1.Cherry Lane Play School.
2. Signal & Telecom (OFC) Deptt Northern Railway Ambala Div
- 3.Edison Scientific Industries (Scientific Instrument Manufacturer)
- 4.Electric Loco Shed Northern Railway Firozpur Div
- 5.SAM Diamonds Pvt. Limited
- 6.Bhardwaj DNSD Memorial Medical center
- 7.MAC Master tools (P) Limited

■ **ICS Kanpur**: has certified following prestigious clients for ISO 9001:2000

- 1.Premier Alloys Lrd., Kanpur
- 2.Premier Ispat Ltd., Kanpur
- 3.Salvation Industries, Lucknow
4. Balaji Transformers, Lucknow
5. Rubic's Rostrum Coaching Institute Pvt. Ltd., Lucknow
6. Trinayani Cement Pvt. Ltd., Chandauli
7. Pashupati Cement Pvt. Ltd., Chandauli

■ **ICS Pune** : has certified following prestigious clients for ISO 9001:2000

- 1.Runwal Housing .
- 2.MP Group
- 3.Usav Forgings ltd.

## Customer's Platform



ISO 9001:2000 Certification being awarded to Shri Ravindra Mardia, Pramukh 'ShreeAkshil Bhartiya Manav Vikas Sanstha' at the hands of honourable his excellency governor of Gujrat Shri Naval Kishore Sharmaji. through Shri N. Sethuraman, Executive Director of ICS.



Presentation of ISO 9001:2000 certification being awarded to Mr Sanjay Runwal of 'Runwal Housing', Pune at the hands of Mr. Uday Dharm, Senior Manager Operations of ICS.



Presentation of ISO 9001:2000 certification being awarded to Mr .R.P.Sharma of 'Kashyap Brothers' by Mr. R.N.Singh, Station Manager of ICS Kanpur

A Bi-monthly News letter is published, printed and Edited by SUNDAR KATARIA on behalf of

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**Feedback / suggestions are welcome at:** [qualitymantra@icsasian.com](mailto:qualitymantra@icsasian.com)

If you would like to share any article for quality mantra, please feel free to contact editorial team at [ics\\_pune@vsnl.net](mailto:ics_pune@vsnl.net) / [uday@icsasian.com](mailto:uday@icsasian.com)

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**Overseas Reporting Station: Dubai, Nepal**

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