

# Exclusive Interview

## Syed Akkas ul Husaini, FCMA

Chief Executive Officer,  
Thal Boshoku Pakistan (Pvt) Ltd.  
and Thal Engineering (Div. of Thal Ltd.)

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**ICMA:** In your view, what are the fundamental elements required for a manufacturing entity to cultivate resilience?

**Syed Akkas ul Husaini:** Individuals and organizations that anticipate the future, are less likely to stumble. A crucial aspect of fostering resilience lies in the capacity to envision what lies ahead. Early indicators of potential influences on an environment often provide valuable insights. Intelligent individuals and forward-thinking organizations remain vigilant, attuned to emerging trends, ensuring they are not blindsided by unforeseen challenges. Constructing diverse scenarios for the future, spanning from the best-case to worst-case outcomes, further contributes to organizational agility. This proactive approach helps fortify them against potential future obstacles. In a manufacturing environment, the focus on building resilience encompasses various critical elements, such as:

- Developing robust SOPs and maintain required Human Resource.
- Supply Chain Assessment and building capabilities to Optimizing Inventory Management.
- Technological Advancement and investment in R&D.
- Customer Engagement:

**ICMA:** From your perspective, how can Pakistani manufacturing entities enhance their overall resilience in a rapidly changing market?

**Syed Akkas ul Husaini:** In Pakistan, the broader state of the country's economy, political stability, and government

policies wield significant influence over businesses and industries. The longevity and survival of an organization in this context signify its resilience in withstanding the impacts of diverse shocks and economic cycles intricately tied to the overall stability of the nation.

The challenge for local manufacturers lies in the limited economies of scale presented by the relatively modest volumes in the Pakistani market. Nevertheless, there are notable advantages. The availability of cost-effective labor, reduced freight costs, and government subsidies contribute positively to the industry's competitiveness.

A key strength for local suppliers is their ability to provide immediate responses and support to Original Equipment Manufacturer (OEMs), a distinct advantage compared to the potentially delayed responses from international counterparts. This responsiveness fosters a closer and more agile relationship between local part manufacturers and OEMs, contributing to the overall resilience and adaptability of the industry in the dynamic automotive landscape.

**ICMA:** How does Thal Engineering perceive the resilience of Pakistani manufacturing in the automotive sector?

**Syed Akkas ul Husaini:** The automotive industry stands as one of Pakistan's largest sectors, serving as a vital source of employment and opportunities for numerous businesses and individuals. In the auto parts manufacturing industry in Pakistan, competition is fierce, mirroring trends in other global markets. New OEMs are introducing fresh models, albeit with comparatively lower production volumes.

“ Companies must strategically leverage their strengths to capitalize on emerging market opportunities ”

Local manufacturers find themselves in a competitive landscape against global suppliers hailing from countries such as China, Thailand, Vietnam, and others, where automotive production volumes are significantly higher. Despite enduring various challenges stemming from the overall economic conditions and political instability within Pakistan, both OEMs and Vendors have not only persevered but demonstrated remarkable resilience. Their ability to weather these adversities is a testament to the robustness of the auto industry, showcasing its capacity to navigate periods of economic uncertainty and political fluctuations with steadfast determination.

**ICMA: How does Thal Engineering adapt to unpredictable market changes to sustain its resilience?**

**Syed Akkas ul Husaini:** Vigilantly monitoring the market is the initial stride towards comprehending its dynamics. A well-defined vision is imperative, outlining objectives and the strategies to achieve them. Companies must strategically leverage their strengths to capitalize on emerging market opportunities. Simultaneously, a focus on addressing weaknesses becomes crucial to fortify against potential threats in the business environment

**ICMA: In what ways has your CMA qualification positively impacted efficiency and your journey to CEO at Thal Engineering?**

**Syed Akkas ul Husaini:** The significance of finance in any organization or business is undeniable. In today's fiercely competitive and dynamic landscape, the primary emphasis is on cost containment. In a business environment populated by highly qualified individuals, formal qualifications undoubtedly provide a stepping stone for career advancement. However, the synergy of qualifications with extensive, diverse experience across various organizations and roles has been instrumental in shaping the achievements in my career. It's important to underscore that while qualifications play a role, the essence of hard work and dedication remains irreplaceable in the journey toward professional success

**ICMA: What technological advantages do Thal Engineering's Technical Agreements with world renowned Japanese and Korean companies like Denso, Boshoku, Furukawa Electric and Yazaki Corporation bring to the company?**

**Syed Akkas ul Husaini:** Thal Engineering truly adopted Toyota Production System (TPS) which is the biggest achievement. This gives lots of confidence to OEMs as well

as all TAA Partners. Moreover, we never shy in investing R&D and investing in new technologies. We have state of the art Plant & Equipment. Thal Engineering's all TAA partners, play a pivotal role in facilitating the introduction of these innovations in Pakistan. Their support spans comprehending and implementing new manufacturing processes, providing training, and assisting in the assessment of the quality of locally produced parts.

**ICMA: How does Thal Engineering uphold high-quality standards in its manufacturing of Wiring harnesses, Car Airconditioning Systems, Car Seats etc.?**

**Syed Akkas ul Husaini:** One major principle which we adopted in Thal Engineering and Thal Boshoku is “Zero Tolerance” in quality. This mean, besides having allowable tolerances in product designing, we always focus to achieve and remain Exactly as per Drawings and immediately rectified all allowable deviations of +/- . Simply we place paramount importance on strict adherence to customer-provided standards and SOPs. The TAA partners play a crucial role by offering comprehensive technical support in the production of parts and contributing to continuous process improvements. Thal Engineering and Thal Boshoku conducts regular internal and external audits as part of a meticulous quality assurance process, verifying the robustness of product quality, manufacturing processes, and overall systems.

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**ICMA: Can you highlight a significant innovation that has allowed Thal Engineering and Thal Boshoku to maintain competitiveness?**

**Syed Akkas ul Husaini:** One of the TPS principle is “Kaizen” means Continuous Improvement. Embracing a Kaizen culture, each employee is encouraged to contribute unique ideas and suggestions related to their work or environment, fostering a continuous stream of innovative solutions.

For more substantial challenges, the concept of Quality Control Circles (QCC) comes into play. QCC serves as a companywide forum accessible to all employees, facilitating interdepartmental collaboration to creatively address challenges encountered in their work. Through QCCs, numerous major innovations have been achieved.

*The Editorial Board thanks Syed Akkas ul Husaini, FCMA, Chief Executive Officer, Thal Boshoku Pakistan (Pvt) Ltd. and Thal Engineering (Div. of Thal Ltd.) for sparing from his precious time to give exclusive interview for Chartered Management Accountant Journal.*