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# **An Evaluation Of The International Executive Service Corps' Operations In Pakistan**

**Presented To The Office Of Agriculture And Rural Development,  
USAID Mission To Pakistan**

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# **I. Executive Summary**

## I. EXECUTIVE SUMMARY

The International Executive Service Corps (IESC) is a not-for-profit non-government organization that was set up in 1964. The IESC started its operations in Pakistan in 1984 and by end 1990 had completed 81 projects. Management and Financial Applications (Pvt) Limited (MFA) have been contracted by the Office of Agriculture and Rural Development of the USAID Mission to Pakistan to conduct an evaluation of the effectiveness of IESC's operations in this country.

MFA selected a sample of 35 out of the list of all projects for field visits. A questionnaire was developed and pretested. The following are the results of the survey :

- 1) On the issue of benefits compared to costs, 44% of the clients felt that benefits were either equal to or greater than the costs. Another 25% of the clients said that the benefits were less than the costs while the remaining 31% of the clients were unable to make a determination of this issue. The comparison of benefits to costs is a difficult one to make in the case of many clients as many of them are unable to quantify the benefits adequately to give a definitive response to this.
- 2) There appears to be no discernible increase in the average cost of the project over time. Instead, the receipt of the USAID funding in 1988/89 has allowed the IESC to cater to smaller clients at a lower cost.
- 3) The larger clients are paying significantly more than smaller clients for the VE's services.
- 4) The majority of the clients were introduced to the IESC through personal contact with the IESC representatives.
- 5) In most cases the IESC expert did not face any problems. However, 28% of the clients responded that the IESC experts faced some problems. This statement was further analysed to show that 62.5% of these VEs faced host organizational and environmental problems; another 62.5% faced health/age problems and 22% faced language/communication problems. (These percentages add upto more than 100, due to overlapping responses).
- 6) The project duration in 37.5% of the cases was for three full months. By and large the project duration was not an issue with the majority of the clients interviewed; 50% of the clients were satisfied with the project duration, and 34% were not.

- 7) About 40% of the clients said that their requirements for assistance had not completely been addressed by the VE. However, 25% of these held that the Expert nonetheless provided useful advice.
- 8) 38% of the clients responded that they requested the IESC to send the VE again for a follow-up visit.
- 9) Transfer of technology, broadly construed to include better working methods, modifications of plant processes, training of staff and improvement in organization, was reported by over half the sample interviewed (53%). The subsector breakdown of the percentage of clients who reported that technology transfer took place was as follows: Food & Agriculture (43%), Construction (50%), Textile, Apparel, and Leather (50%), Health & Education (66%), Chemicals (75%), Engineering (40%), Finance (50%), Printing (100%).
- 10) The respondents were about evenly divided on the issue of whether the VE had adequately understood the nature of their business environment. 50% of the clients reported that the VE was familiar with their business and working conditions before his arrival. This obviously was a plus point towards the success of the project. On the other hand, 44% thought that the VE was unfamiliar with their business environment and had not been adequately briefed.
- 11) In general, a majority of the clients reported that they followed the VE's recommendations, and about half of these said that the VE was actively involved in the project implementation stage.
- 12) Clients were mostly satisfied with the time taken by the IESC to respond to their request for assistance.
- 13) Three of the six smaller clients were highly satisfied while one other was satisfied. Only one smaller client was dissatisfied. The high percentage of success in this category reflects IESC's success in meeting the needs of this market segment.
- 14) Overall, 65% of the clients were either highly satisfied (31%), or satisfied (34%) with the VE's advice. In-depth analyses showed that the printing subsector had the highest number of highly satisfied clients or satisfied clients (but there was only one respondent in this subsector which means that the percentage satisfied is not particularly meaningful). This was followed by the chemicals subsector (75%), the construction subsector (75%), and the food/agriculture subsector (71%).

We were unable to get detailed information related to the financial impact on the business of the VE's visit as the clients were mostly not aware of this themselves or did not consider it worthwhile to make a concerted effort to come up with this information. However, some broad estimates are presented for some clients later in the report.

On the whole this is a useful service as clients are generally satisfied with the IESC's performance. However, to improve it some problem areas have to be tackled:

- 1) Client's needs have to be identified more accurately than is now the case.
- 2) Clients should be given wider latitude in the selection of the Volunteer Executive (VE).
- 3) The VE should be briefed more thoroughly before his arrival and pre-visit communication between the VE and the client should be encouraged.
- 4) Counterparts to VEs should be properly identified and briefed about the purpose of the assignment.
- 5) Health problems of the VEs have marred certain assignments. The IESC should carefully screen out VEs who may not be fit enough to carry out the tasks envisaged under the assignment.

Further, the IESC will have to carefully monitor the fees it charges clients as there are competitor organizations such as the British Executive Service Overseas (BESO) and the Netherlands Management Consultancy Program (NMCP) for developing countries that appear to provide a fairly cost-effective service in the market that IESC has targeted in Pakistan.

## **II. Introduction And Background**

## II. INTRODUCTION AND BACKGROUND

The International Executive Service Corps (IESC) is a not-for-profit, non-government organization that was set up by a group of prominent U.S. businessmen in 1964. Headquartered in Stamford, Connecticut (USA), IESC recruits retired American executives and technical advisors to share their skills and knowhow with businesses in developing countries. Each year some 700 Volunteer Executives (VEs) are selected from a Skills Bank containing the names of over 12,000 executives; these VEs are entrusted the task of helping businesses increase their productivity, improve their technical knowhow and upgrade their management skills.

### IESC in Pakistan

IESC started operations in Pakistan in an informal way in 1984. Formal Government of Pakistan (GOP) approval to set up a branch office was accorded in 1986. Current staffing levels include a Country Director and a Country Representative, both Karachi based, and a Resident Advisor based in Lahore.

As of end-December 1990, 81 projects had been completed in Pakistan a list of which is presented as Appendix 1.

### New initiatives by the IESC

Apart from the traditional project whereby a VE spends anywhere from one to three months with a single client organization, the IESC has augmented the range of its services in Pakistan with a program known as the Trade and Investment Service (TIS). Three different TIS mechanisms have so far been developed:

- (1) The TIS Country Investment Program whereby a team of IESC executives work over a 2-3 year period to develop a strategy program for a particular industrial subsector. The major objective here is to promote links between US and Third World firms through mechanisms such as sales agreements, licencing arrangements, etc.
- (2) Under the American Business Linkage Enterprise (ABLE) program, clients in developing countries are provided research studies in such areas as new product development, equipment sourcing, joint venture partner searches and export marketing research.
- (3) The USVE Searches (USVEs) is an effort to get the VE to work in his own country on behalf of the client. The VE may be asked to train enterprise staff or to conduct research on behalf of the client in the US.

The services available under TIS have thus far not been widely used in Pakistan. As of end-1990, only two ABLE projects had been completed and only one client had requested services under the USVE.

## **Background to present study**

The IESC's Pakistan operations had till the end of 1986 relied on funds from Stamford as well as fees from host organizations in Pakistan to sustain its activities. This had restricted its impact mainly to larger organizations who could afford the fees for its services. In January 1989, the USAID Mission to Pakistan awarded a grant of US\$ 150,000 to the IESC to enable the latter to meet a portion of its costs for VEs as well as the development of a Trade and Investment Service (TIS) in Pakistan. The grant was subsequently modified in July 1990 and an additional amount of \$425,000 obligated to enable the IESC to service the needs of small businesses operating in the country. It is expected that the current USAID funding levels will be sufficient to support projects booked through till end-1992.

In December 1990 the Office of Agriculture and Rural Development of USAID solicited applications from consulting firms interested in conducting an evaluation of the IESC's operations in Pakistan. In response to this solicitation, Management and Financial Applications (Pvt) Limited (MFA) submitted a proposal and was subsequently awarded the study.

## **III. Objectives**

### III. OBJECTIVES

The analyses and evaluation of the International Executive Service Corps operations in Pakistan was intended to address the following objectives:

- 1) An appraisal of IESC's overall performance in Pakistan.
- 2) Assessment of IESC's responsiveness to client needs in Pakistan and the degree of client satisfaction with its services including the service user's views on matters such as overall cost of the Volunteer Executive's secondment to the host organization compared to the benefits derived and the adequacy of the duration of the assignment.
- 3) Identification and ranking of the various industrial sub-sectors that benefited on account of the IESC's input.
- 4) Quantification, on an inter-sectoral basis, of the IESC expert's contribution to various business objectives such as enhanced sales and increased profitability.
- 5) Review of the logistical and socio-cultural problems, if any, confronted by the IESC executive with recommendations as to how these may be ameliorated in the future.
- 6) Recommendations as to how the IESC's activities in Pakistan may be integrated more closely with that of the AID mission to Pakistan particularly in relation to the objective of strengthening the private sector's role in the overall economic progress of the country.

## **IV. Methodology**

#### IV. METHODOLOGY

After a preliminary meeting with the Project Officer in the Office of Agriculture and Rural Development of USAID, the MFA team met with the Country Representative of IESC in Karachi (the IESC Country Director had been evacuated out of the country at the time because of the Gulf crisis ) to discuss IESC's overall mandate, objectives, and working methods. We also used this opportunity to review data on file with the IESC; in particular, we obtained information on all completed projects as of December 1990 which could be used as the universe to draw a sample of units for our field visits.

The list of all completed projects (Appendix 1) was stratified both by sector and by location. Keeping in view the importance of getting a wide spread of industries as well as small businesses served by the IESC, we selected a purposive sample of 35 clients that fulfilled these requirements. This constituted 43 per cent of the universe of all clients served by IESC as of end-1990. If we keep in mind the fact that several of the clients in the sample had used the IESC's services on more than one occasion then the effective coverage was 73 per cent (one client in our sample had used the IESC for 11 different projects.) The sample of clients selected for interviews is indicated in Appendix 2 which presents the sample distribution by location. Appendix 3 presents the same sample by industrial subsector.

Based on our preliminary understanding of IESC's operations, we developed a questionnaire for our field interviews. This questionnaire was pre-tested with one of the clients in our sample. The results of the pre-test made it clear that quantitative data on variables relating to the financial performance of companies before and after the VEs visit would be difficult to obtain. Overall, no changes were deemed necessary in the questionnaire because of the pre-test. The questionnaire used for the field interviews is included as Appendix 4.

We had also intended to meet with individual VEs but this was for the most part not possible because of the suspension of VE activities for the greater part of the duration of this evaluation study. We did however meet with one VE at the later stages of the assignment to check out our notions shaped by the results of field interviews.

As very little use had been made of the TIS program by the time of our study, we did not include this in the scope of our coverage.

Before visiting the host organizations, a letter was sent to them by the IESC Karachi informing them about the nature and purpose of the consultants' intended visit. Thus clients' were forewarned about our plans and scheduling personal interviews was made that much easier.

We would be remiss if we do not acknowledge here the generous help, advice, and assistance extended by the IESC staff to our team at every stage in this assignment.

## **V. Survey Results**

## V. SURVEY RESULTS

The response to our survey was very high. Our teams were able to visit and/or get completed questionnaires from 30 out of the 35 clients included in our original sample. We also included two additional organizations to try and compensate for non-response in certain under-represented locations and subsectors.

Complete lists of the the respondents by location and by industrial sub-sectors are presented in Appendices 5 and 6. The list of small businesses in the sample is included in Appendix 7.

The following are the salient features of the information collected by us in evaluating the IESC:

- 1) On the issue of benefits compared to costs, 44% of the clients felt that benefits were either equal to or greater than the costs. Another 25% of the clients said that the benefits were less than the costs while the remaining 31% of the clients were unable to make a determination of this issue. The comparison of benefits to costs is a difficult one to make in the case of many clients as many of them are unable to quantify the benefits adequately to give a definitive response to this.
- 2) There appears to be no discernible increase in the average cost of the project over time. Instead, the receipt of the USAID funding in 1988/89 has allowed the IESC to cater to smaller clients at a lower cost.
- 3) The larger clients are paying significantly more than smaller clients for the VE's services.
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- 7) About 40% of the clients said that their requirements for assistance had not been fully addressed by the VE. However,

25% of these held that the Expert none the less provided useful advice.

- 8) 38% of the clients responded that they requested the IESC to send the VE again for a follow-up visit.
- 9) Transfer of technology, broadly construed to include better working methods, modifications of plant processes, training of staff and improvement in organization, was reported by over half the sample interviewed (53%). The subsector breakdown of the percentage of clients who reported that technology transfer took place was as follows: Food & Agriculture (43%), Construction (50%), Textile, Apparel, and Leather (50%), Health & Education (66%), Chemicals (75%), Engineering (40%), Finance (50%), Printing (100%).
- 10) The respondents were about evenly divided on the issue of whether the VE had adequately understood the nature of their business environment. 50% of the clients reported that the VE was familiar with their business and working conditions before his arrival. This obviously was a plus point towards the success of the project. On the other hand, 44% thought that the VE was unfamiliar with their business environment and had not been adequately briefed. It should be noted, however, that the clients may have had unrealistic or inappropriate needs and that these were not met by the IESC.
- 11) In general, a majority of the clients reported that they followed the VE's recommendations, and about half of these said that the VE was actively involved in the project implementation stage.
- 12) Clients were mostly satisfied with the time taken by the IESC to respond to their request for assistance.
- 13) Three of the six smaller clients were highly satisfied while one other was satisfied. Only one smaller client was dissatisfied. The high percentage of success in this category reflects IESC's success in meeting the needs of this market segment.
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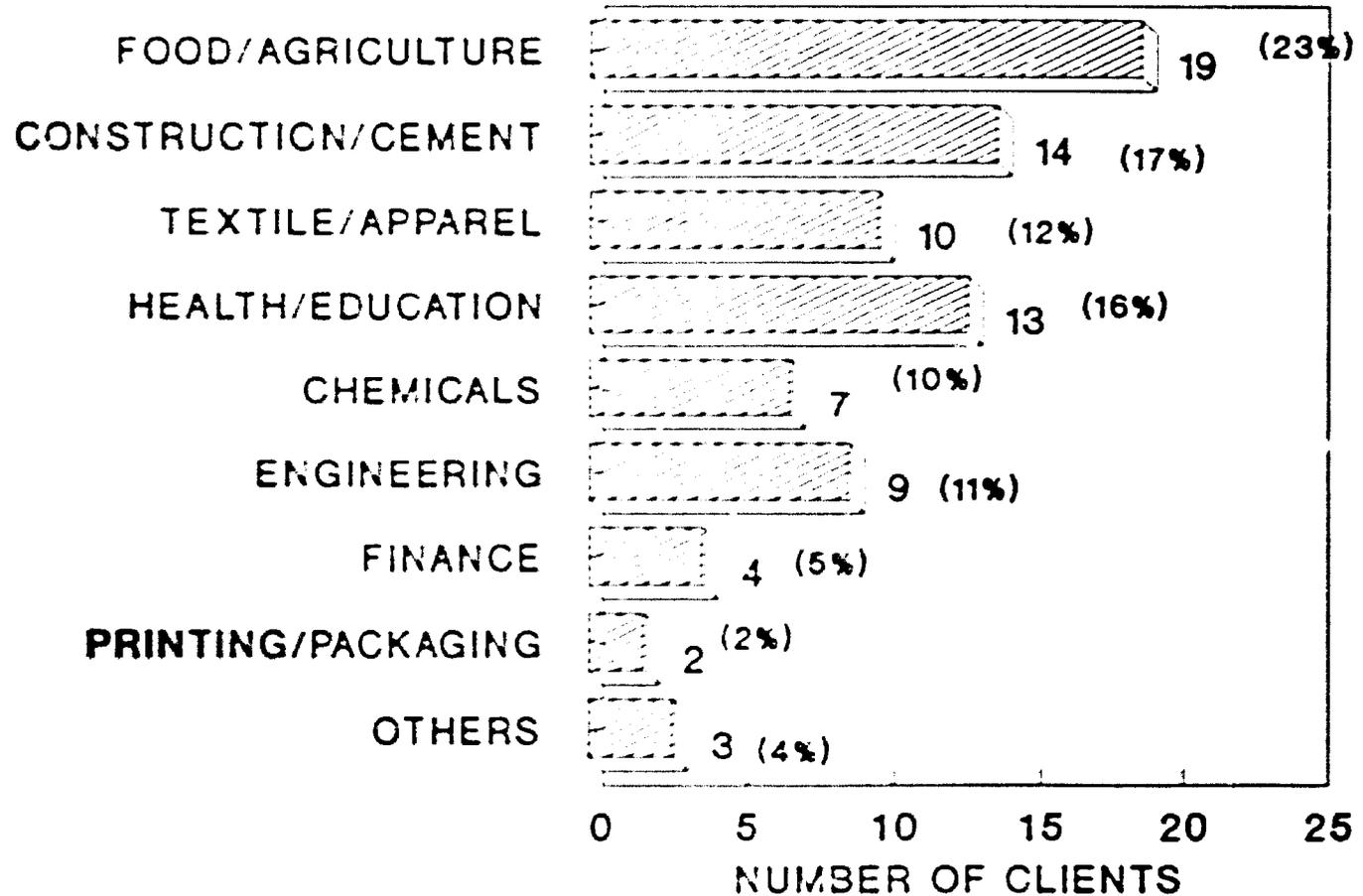
We were unable to get detailed information related to the financial impact on the business of the VE's visit as the clients were mostly not aware of this themselves or did not consider it worthwhile to make a concerted effort to come up with this

information.

The following charts present the results of the survey in greater detail.

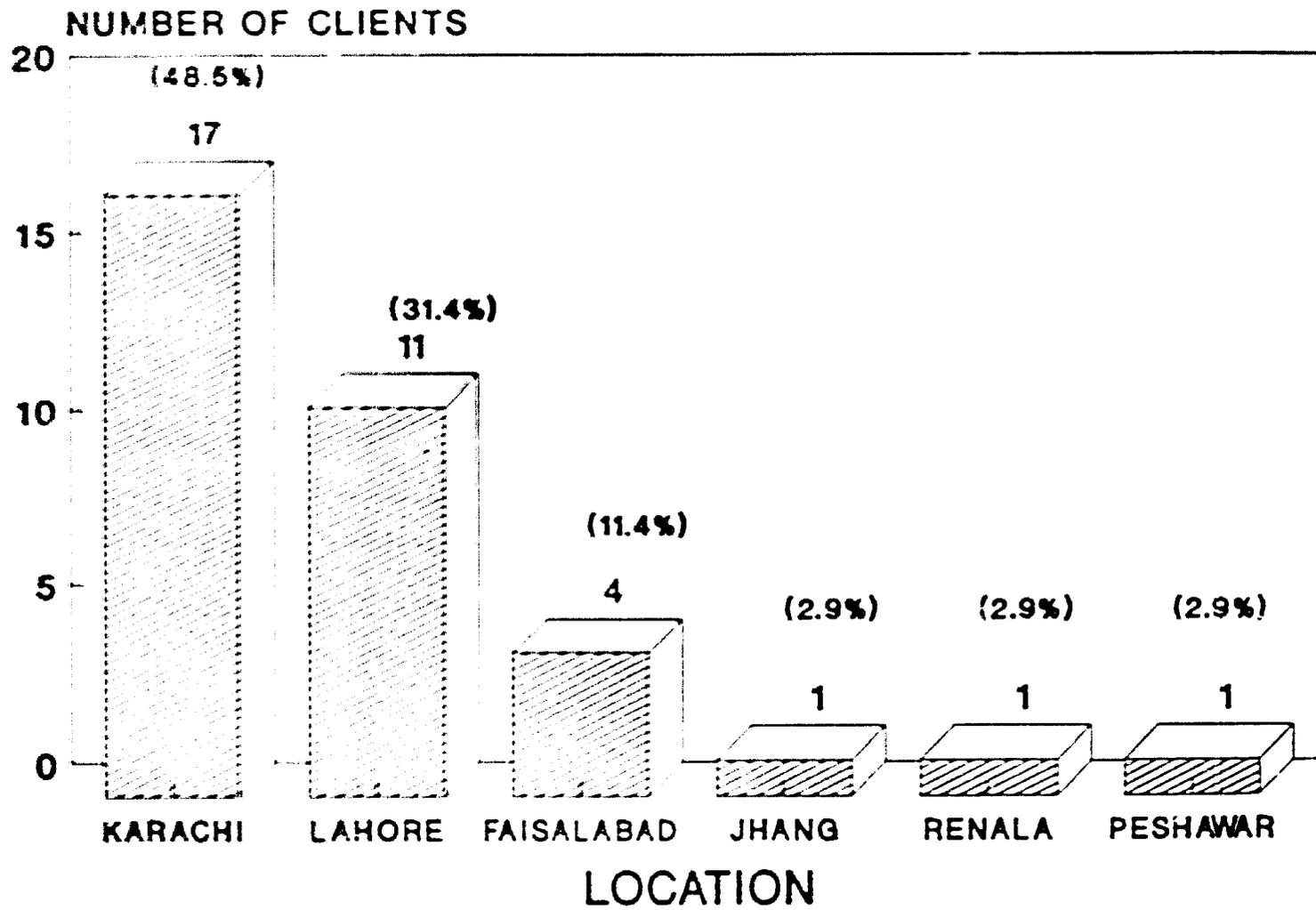
# INTERNATIONAL EXECUTIVE SERVICE CORPS PROJECTS COMPLETED BY SUB-SECTOR

## INDUSTRIAL SUB-SECTOR



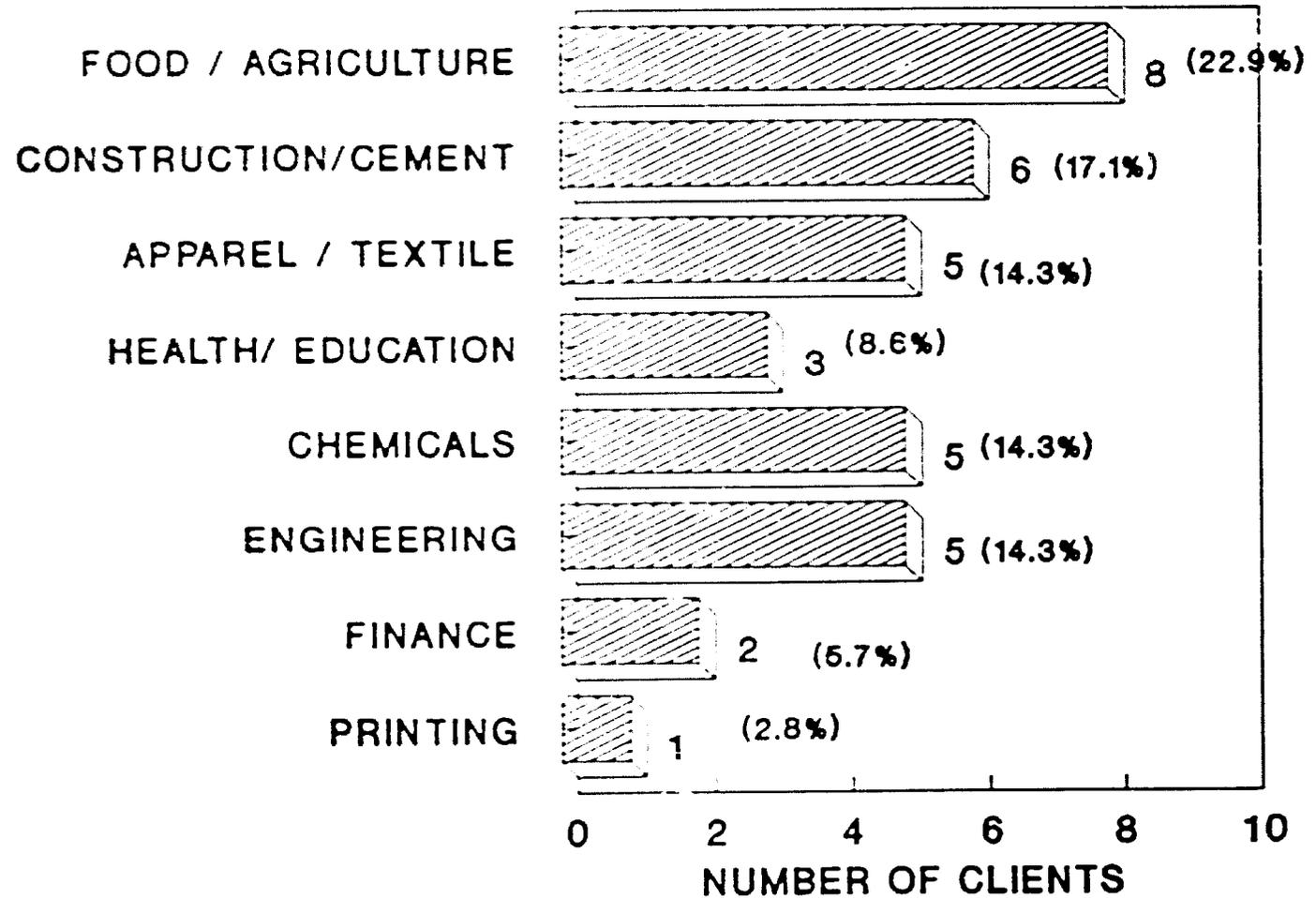
(AS OF DECEMBER, 1990)

# SAMPLE BY LOCATION

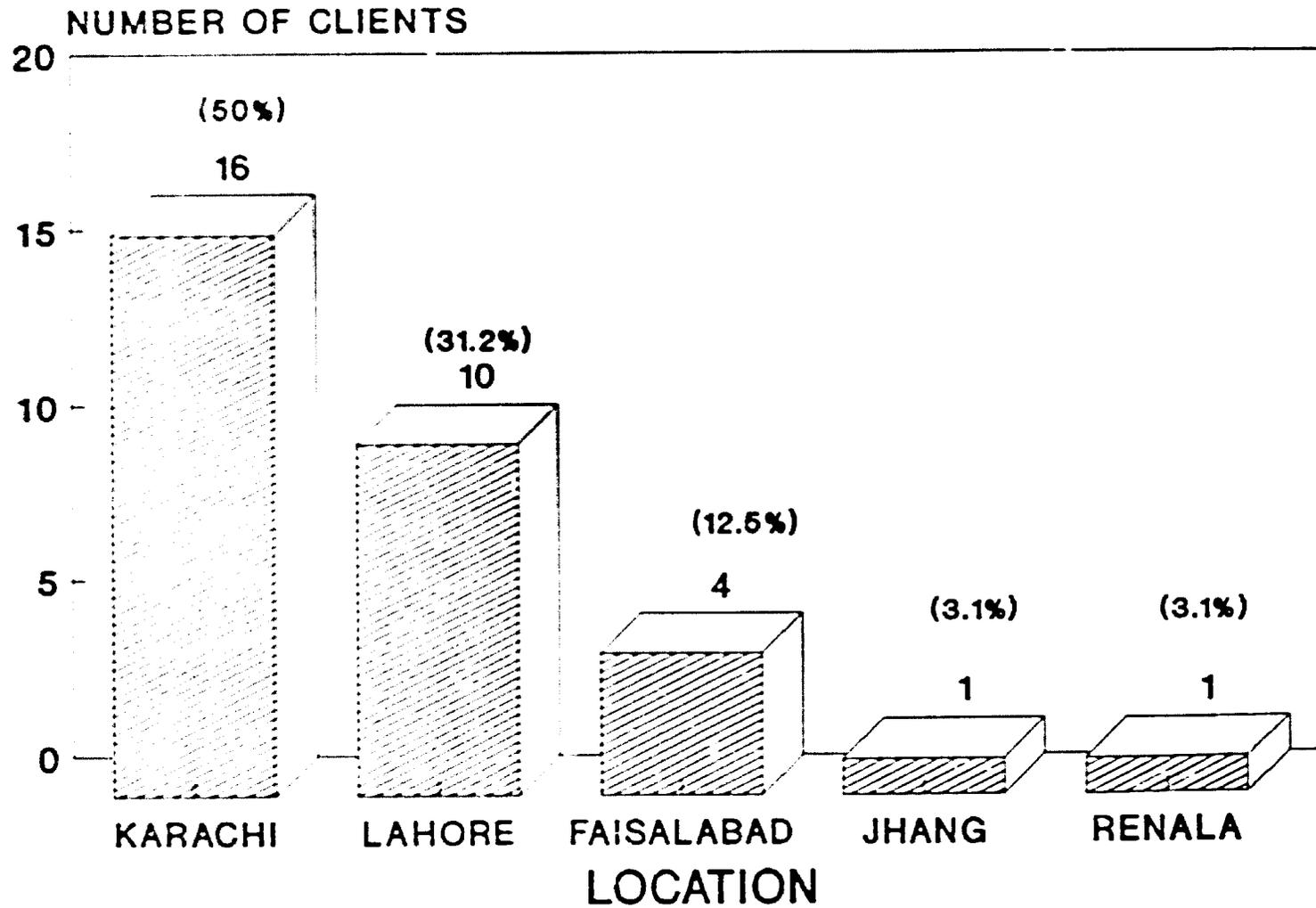


# SAMPLE BY SUB-SECTORS

## INDUSTRIAL SUB-SECTOR

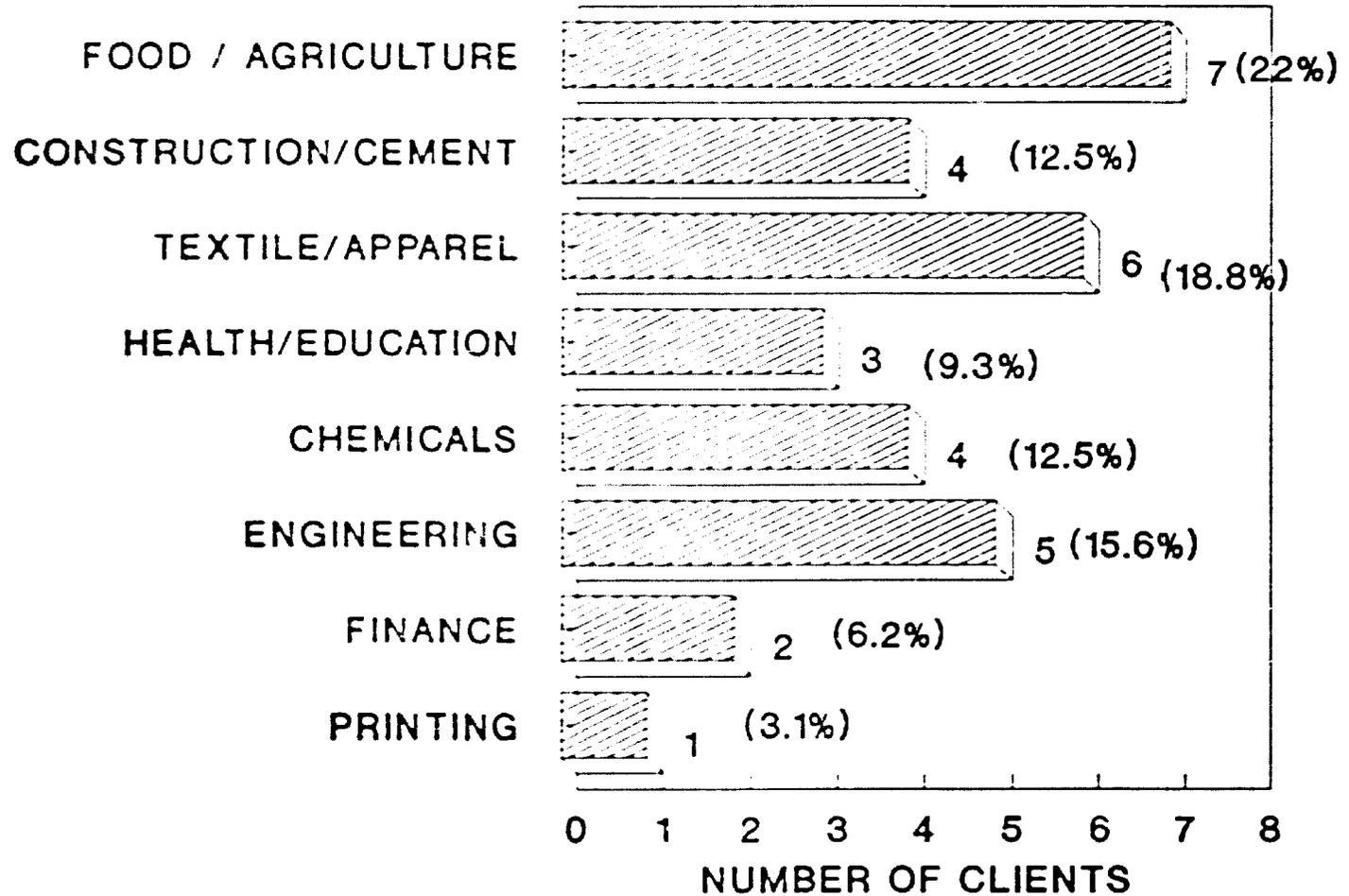


# RESPONDENTS BY LOCATION

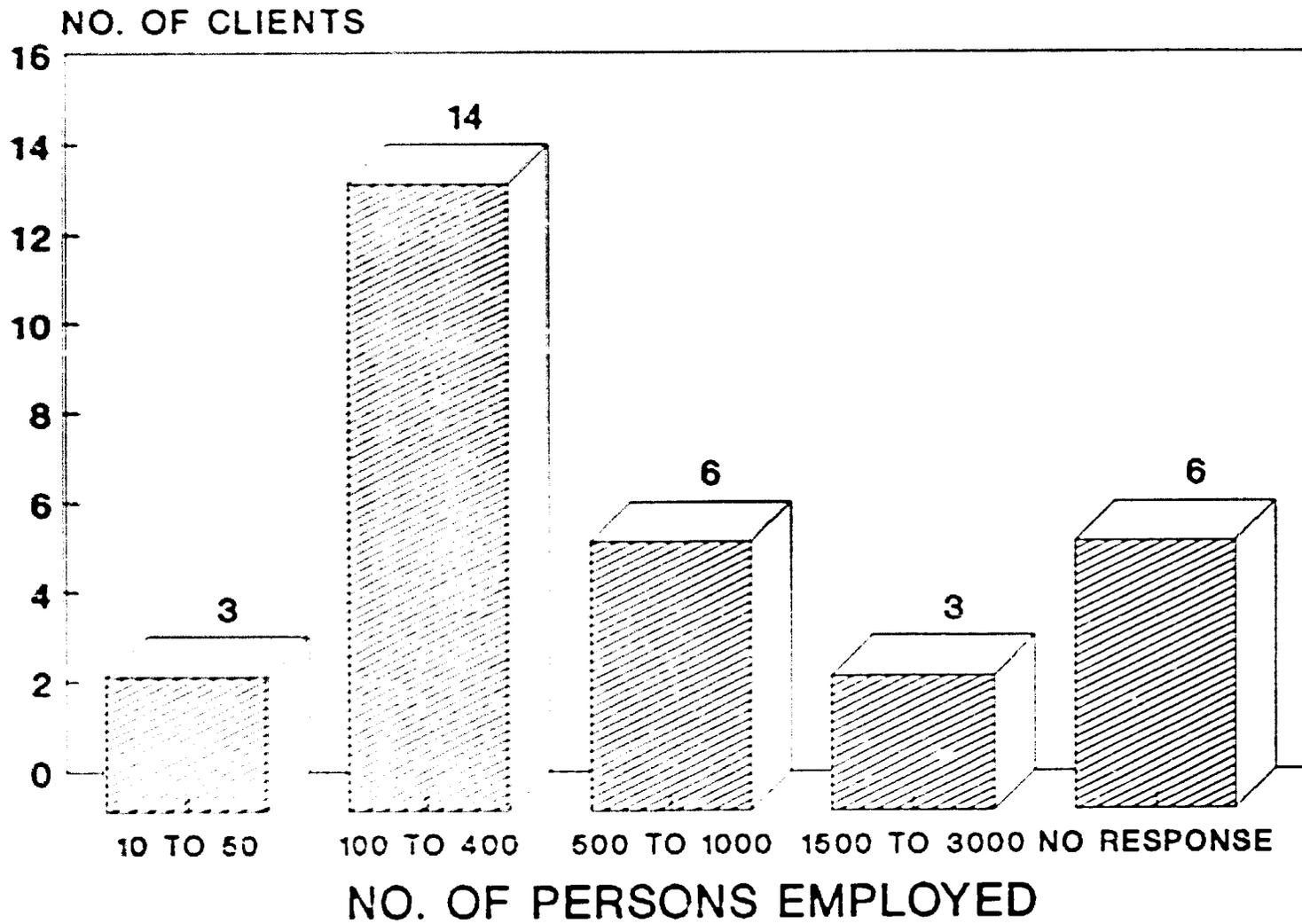


# RESPONDENTS BY SUB-SECTORS

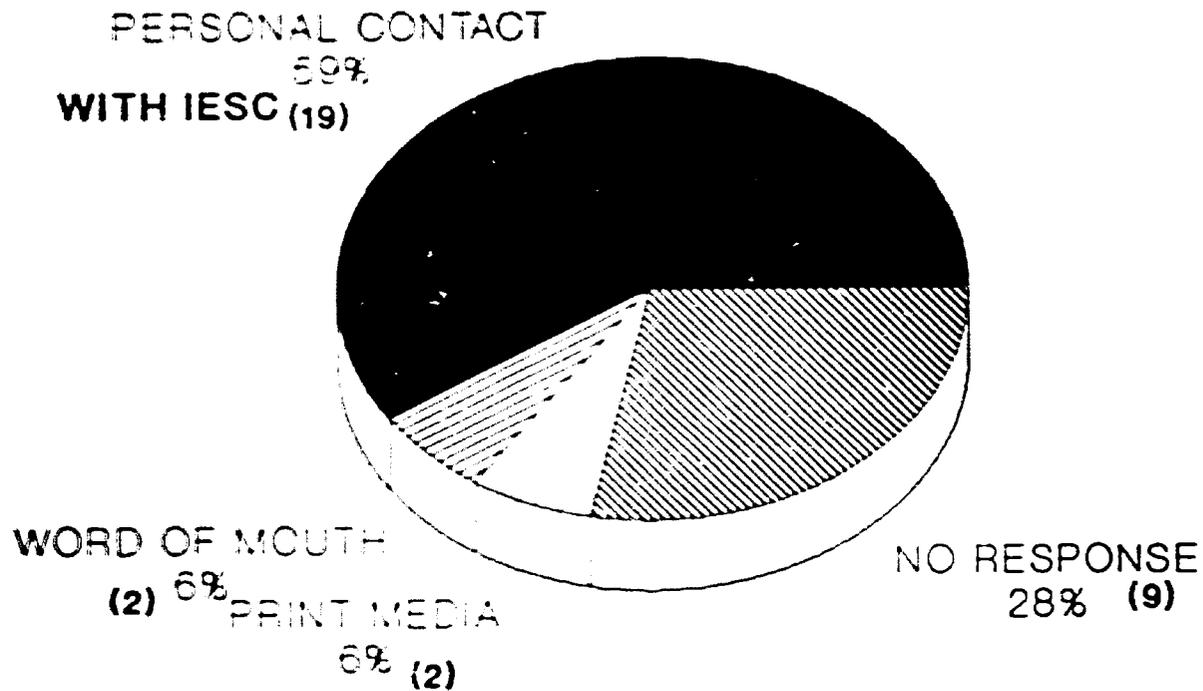
## INDUSTRIAL SUB-SECTOR



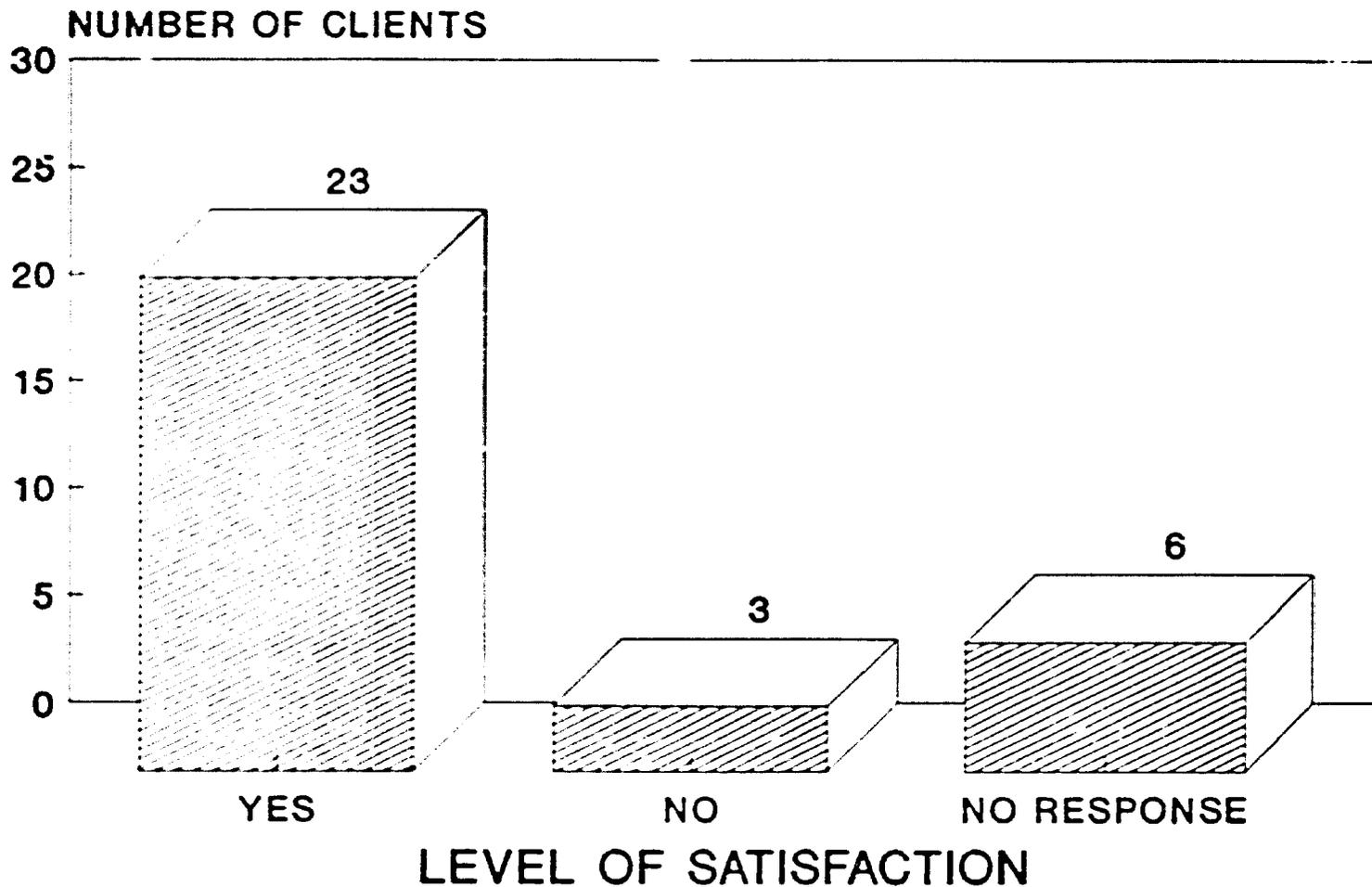
# NUMBER OF PERSONS EMPLOYED BY CLIENTS



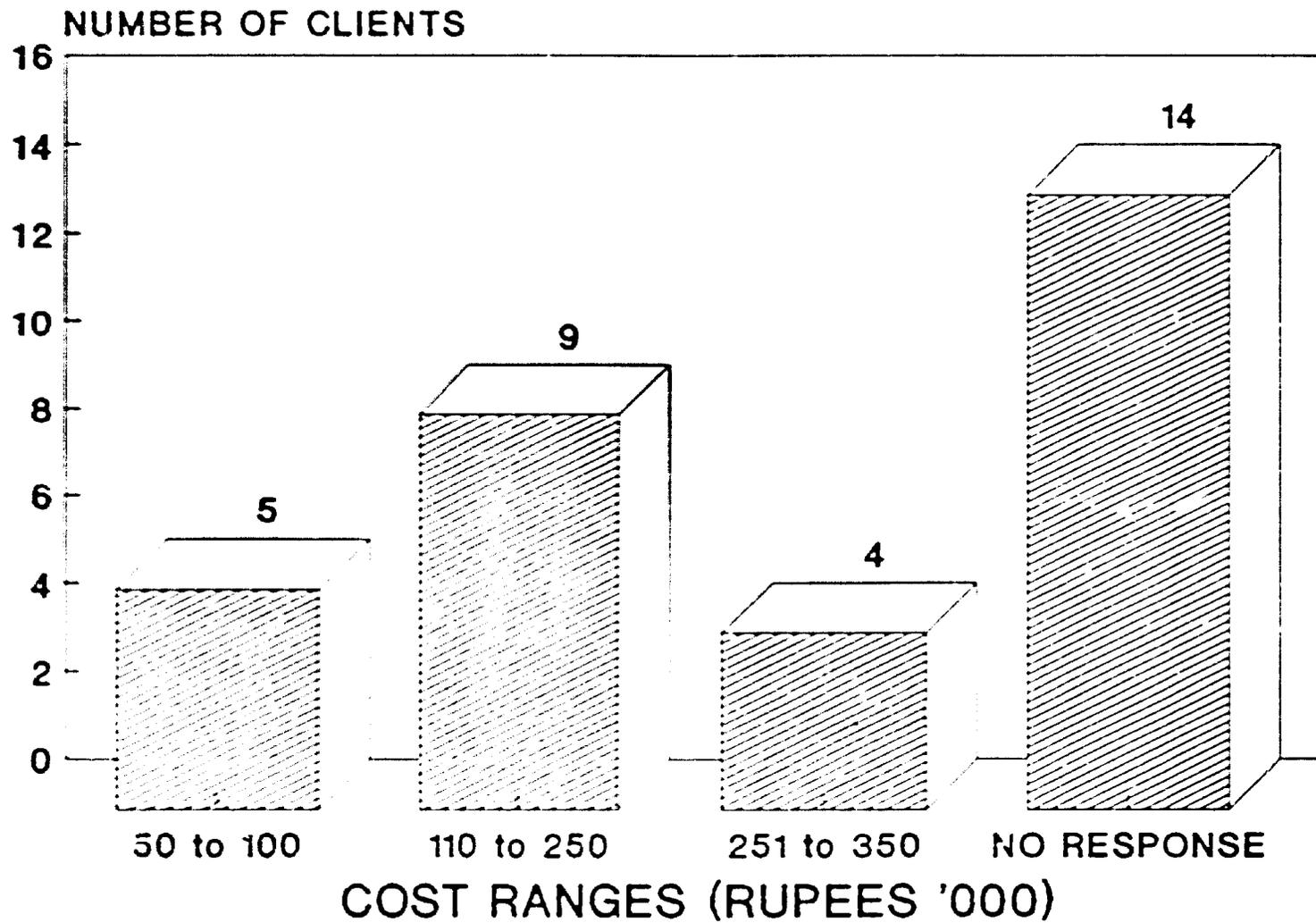
# HOW WAS THE CLIENT INTRODUCED TO IESC



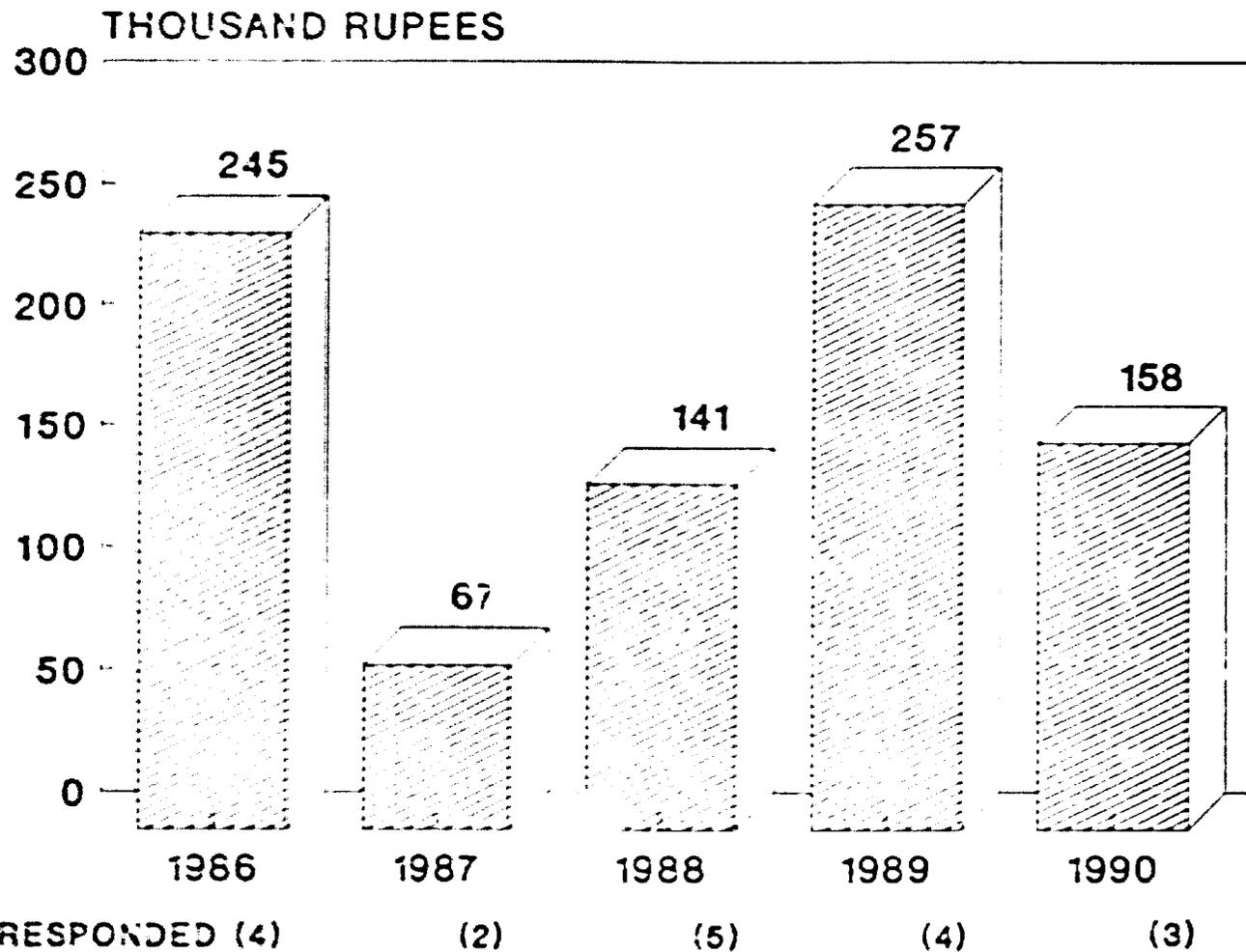
# CLIENTS SATISFIED WITH RESPONSE TIME OF IESC



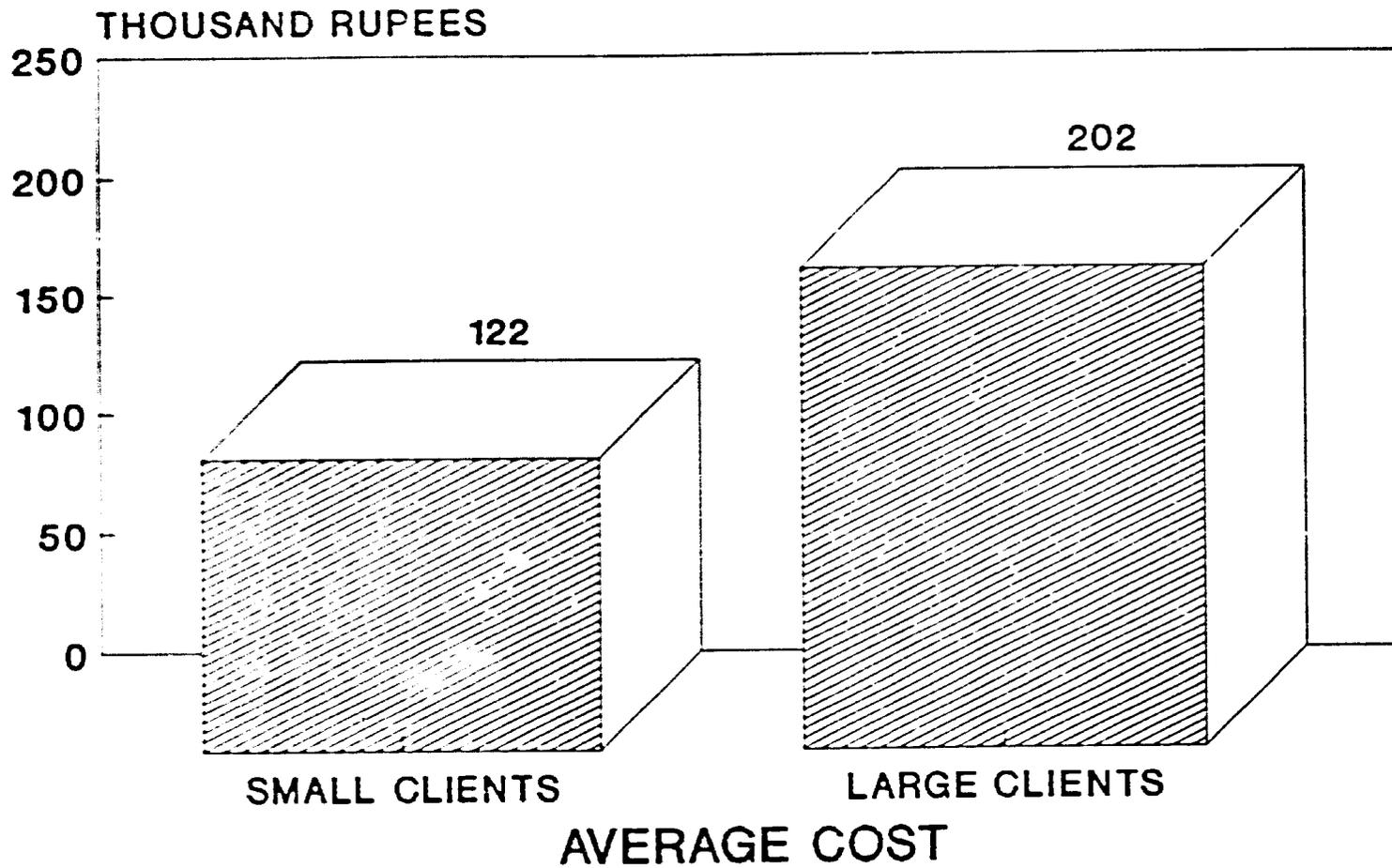
# COST OF THE IESC EXPERT'S VISIT



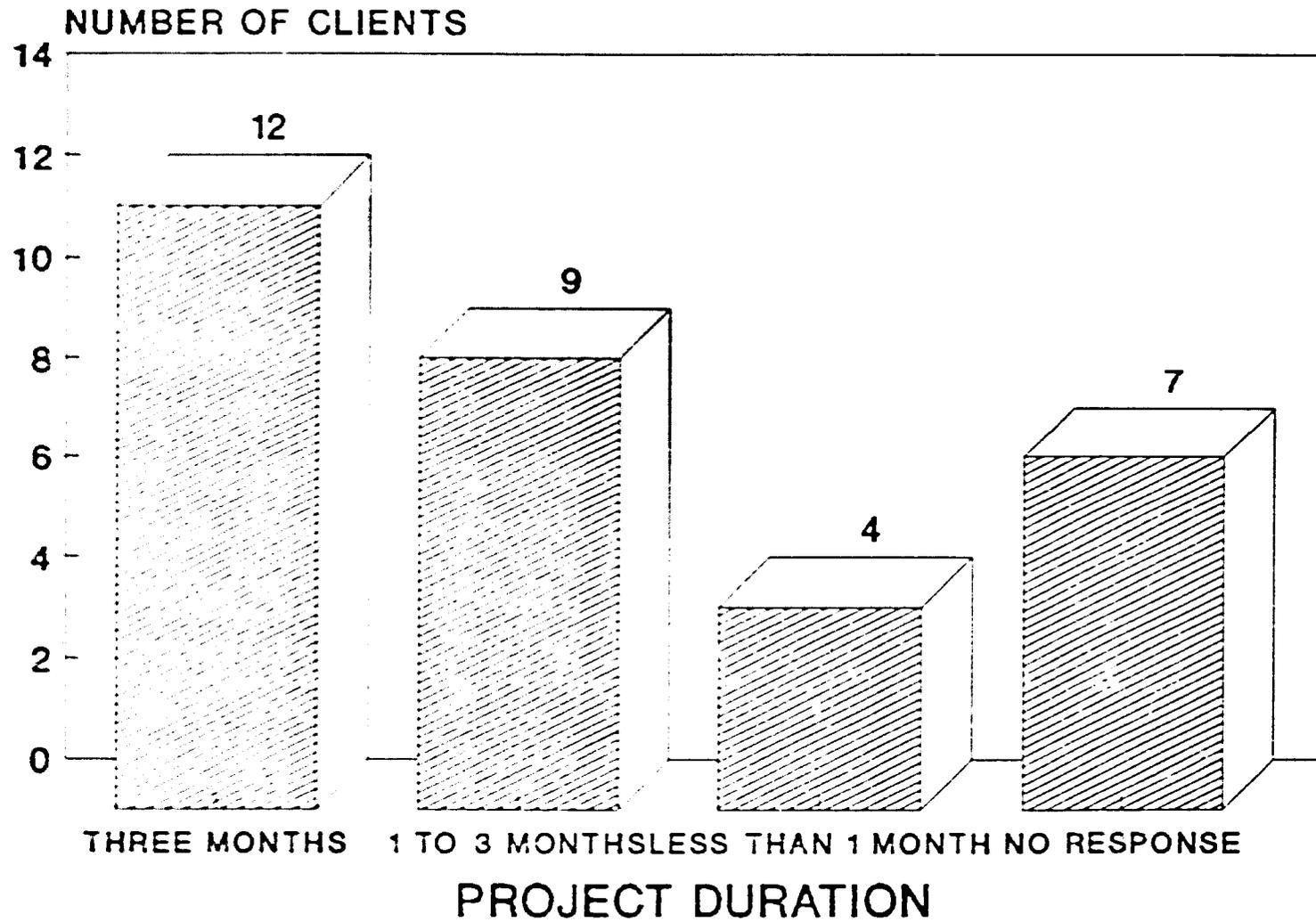
# AVERAGE COST OF THE PROJECT BY YEAR OF PROJECT



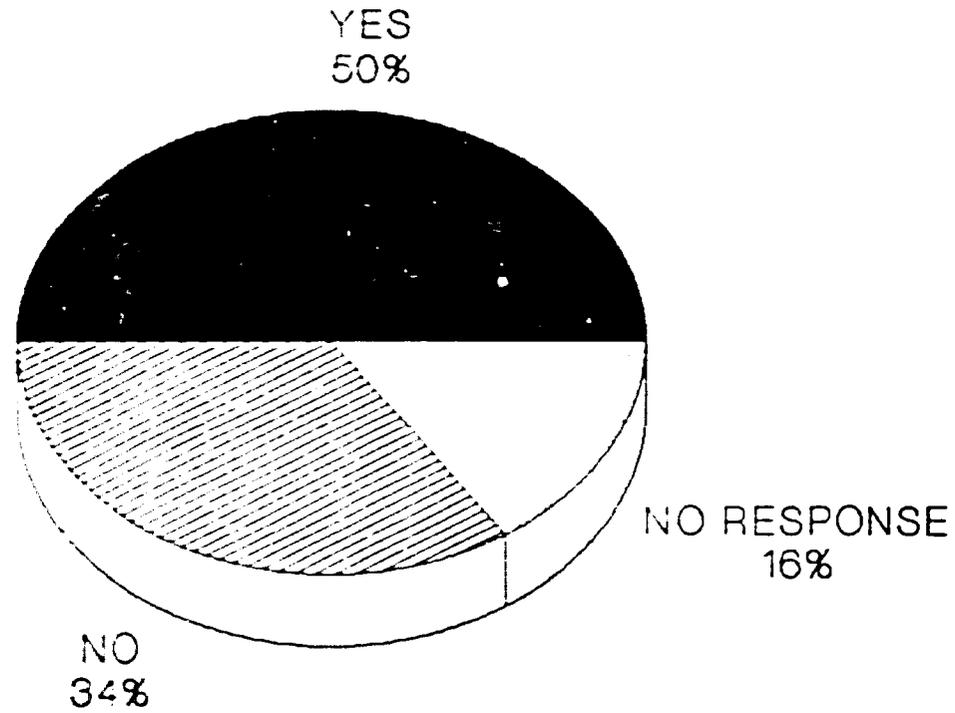
# AVERAGE COST OF THE PROJECT SMALL VS LARGE CLIENTS



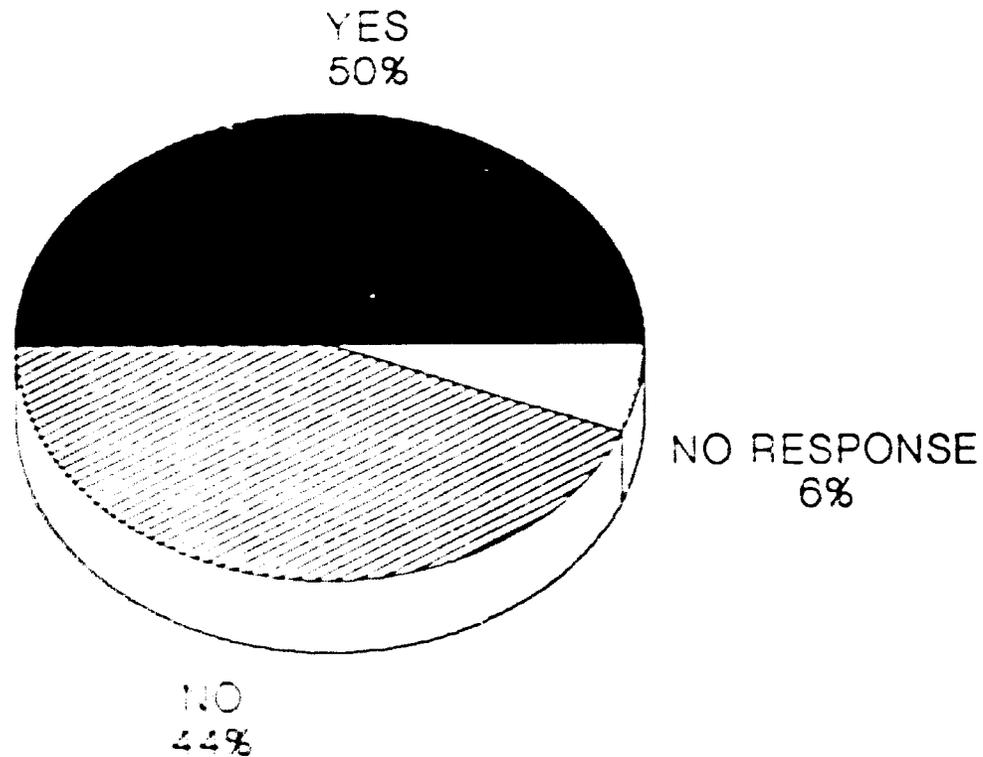
# THE DURATION OF THE PROJECT



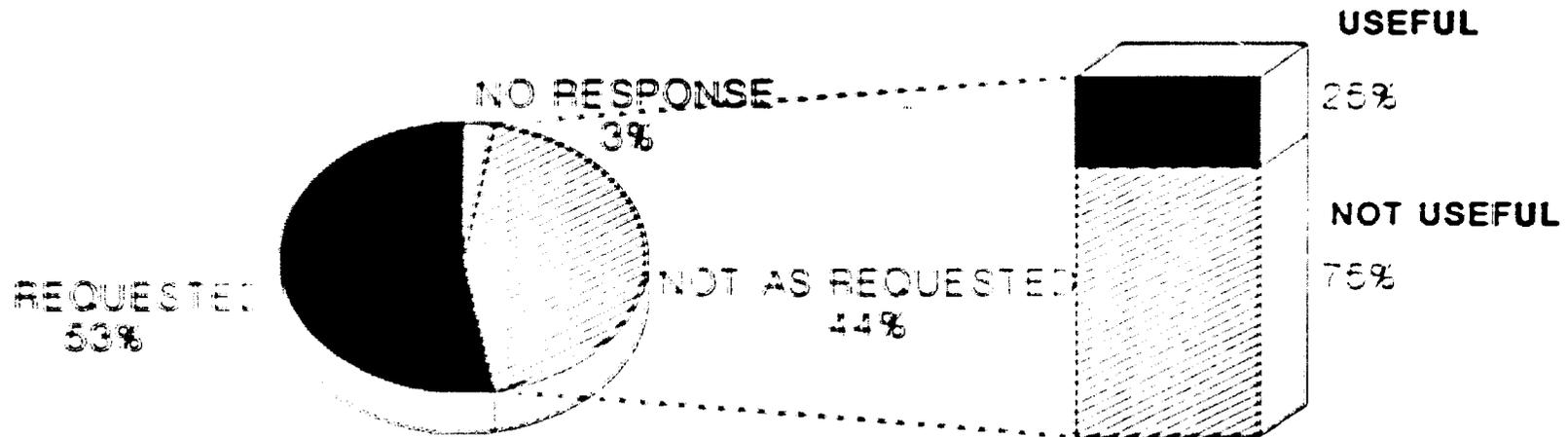
# CLIENTS SATISFIED WITH THE PROJECT DURATION



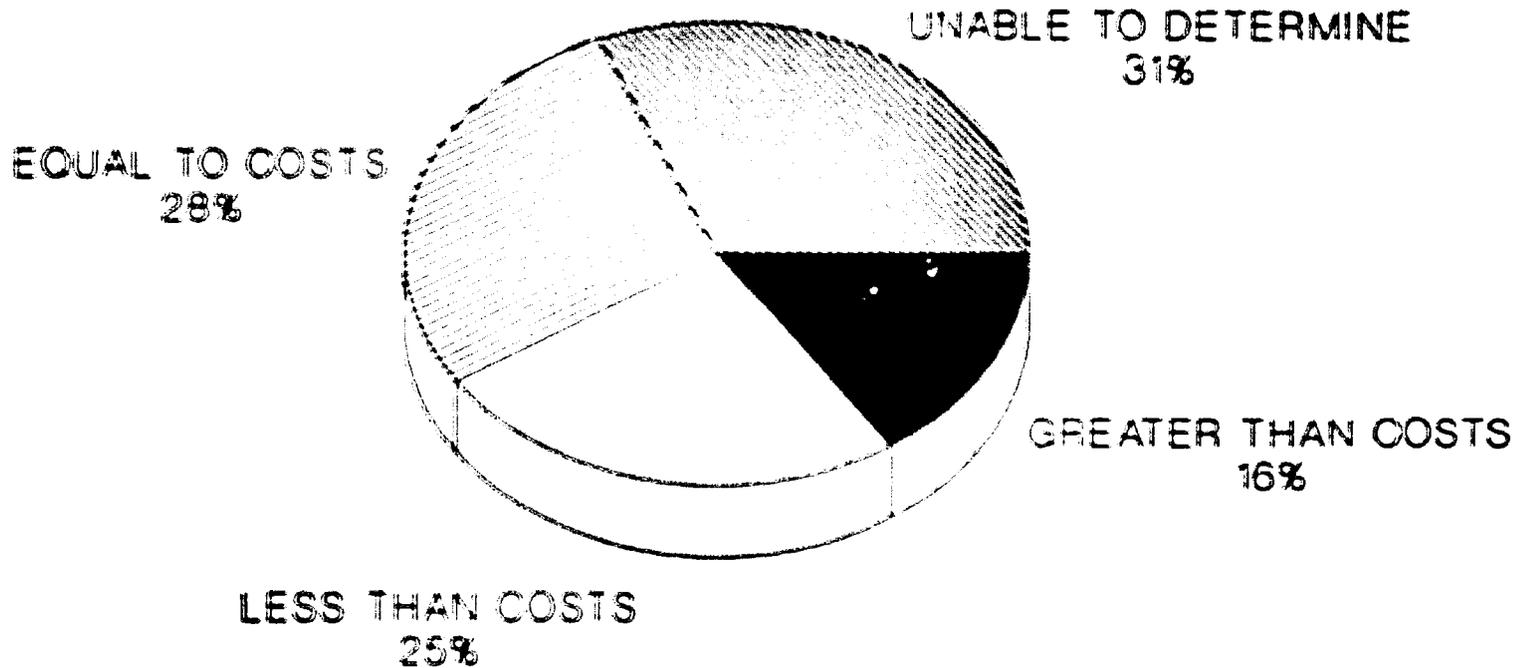
# FAMILIARITY OF VE WITH CLIENT'S BUSINESS BEFORE ARRIVAL



# ASSISTANCE REQUESTED VS RECEIVED

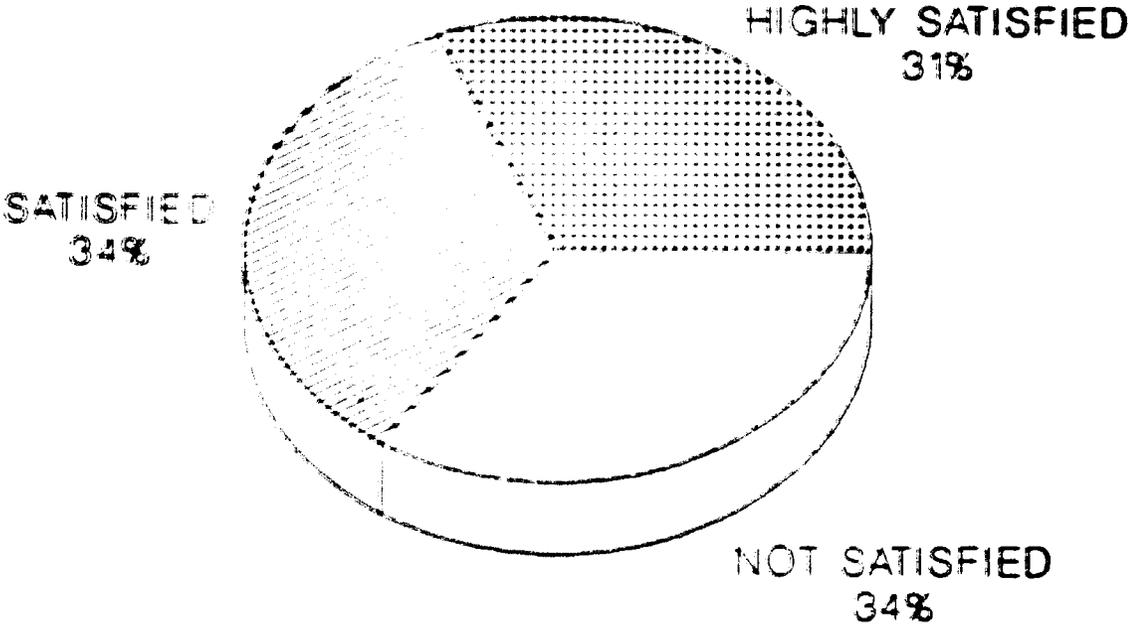


# BENEFITS TO CLIENTS COMPARED TO COST



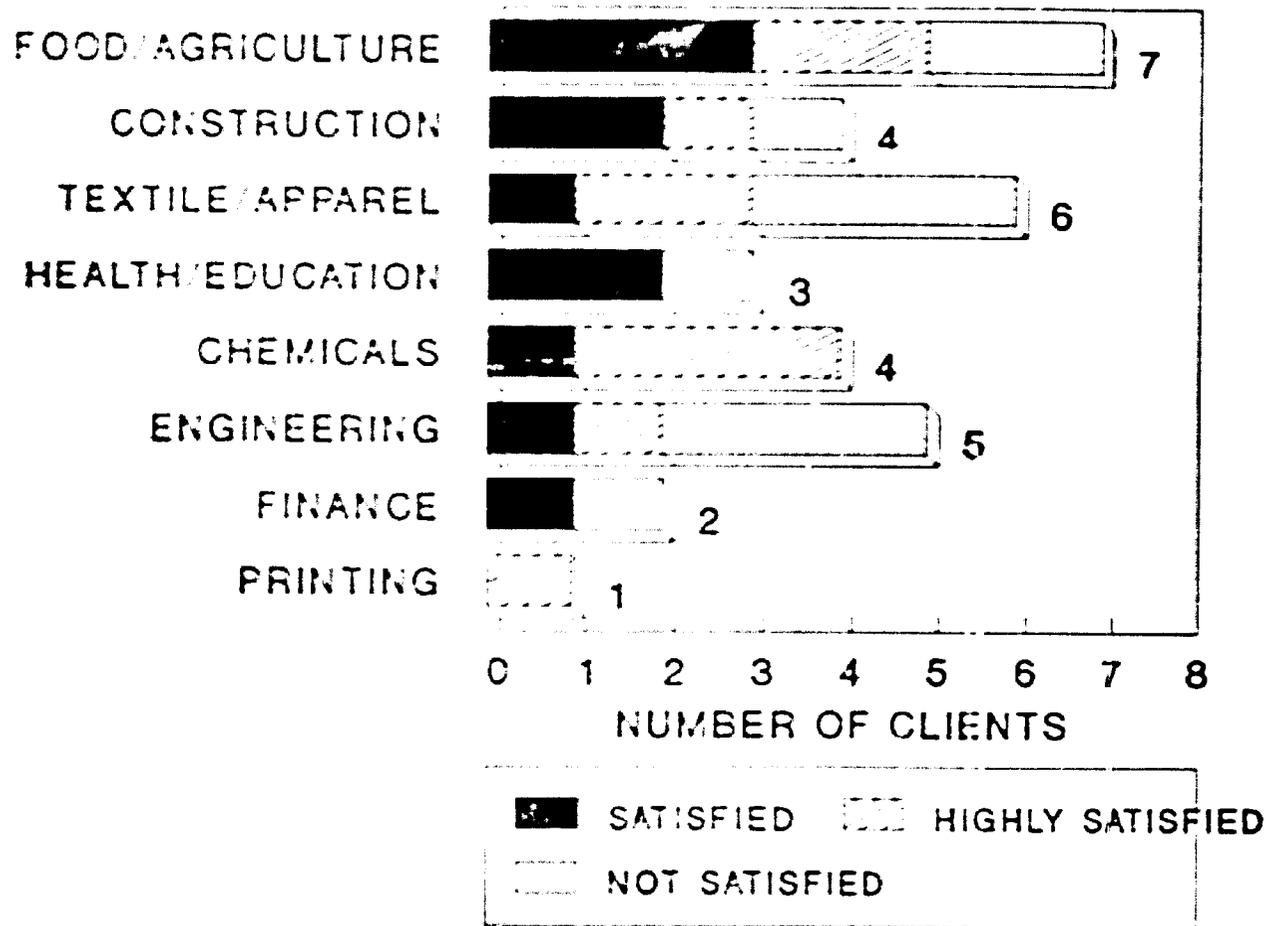
# THE SATISFACTION LEVELS OF CLIENT

*As A Result Of The VE's Advice*

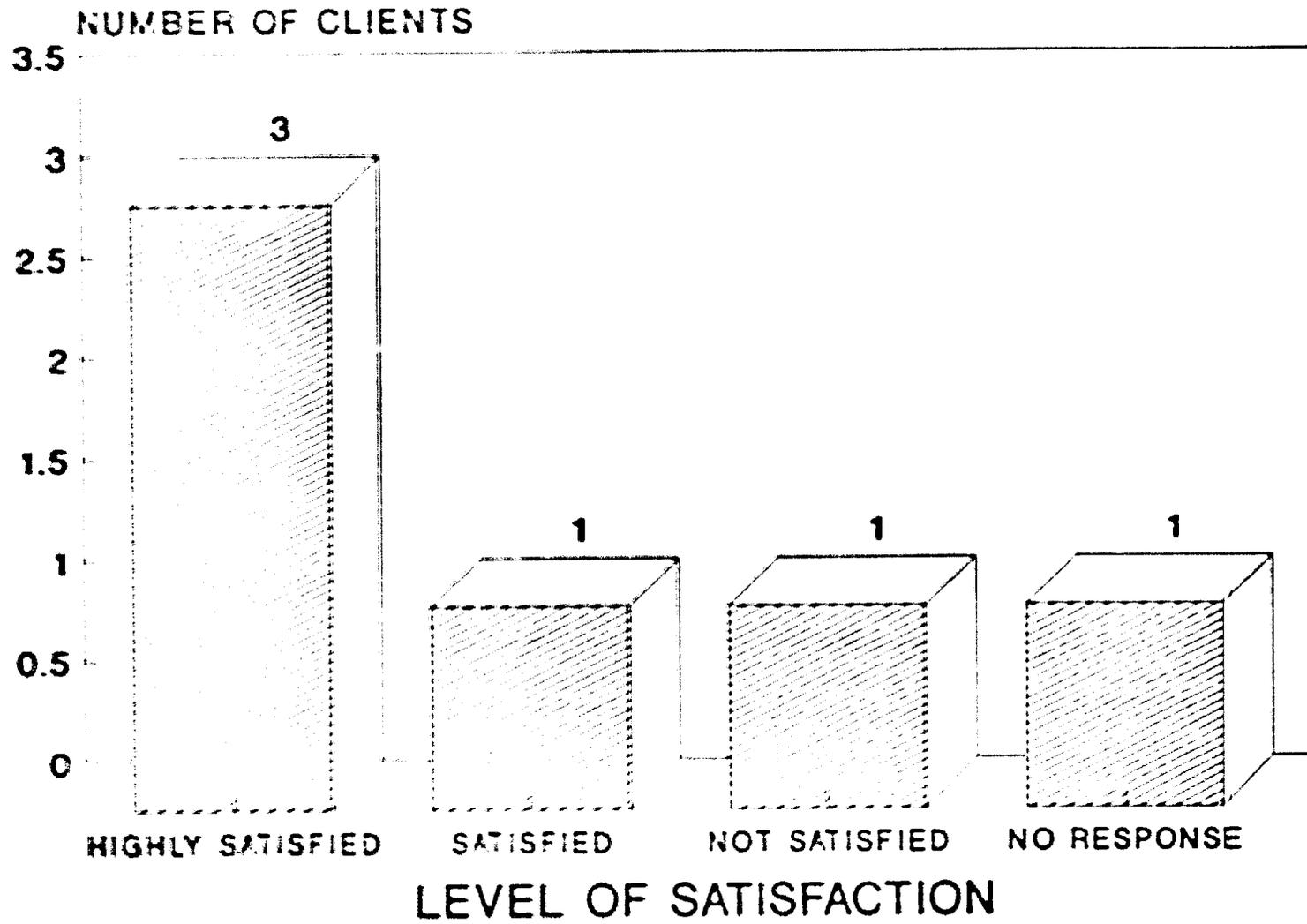


# SATISFACTION LEVEL BY SUB-SECTOR

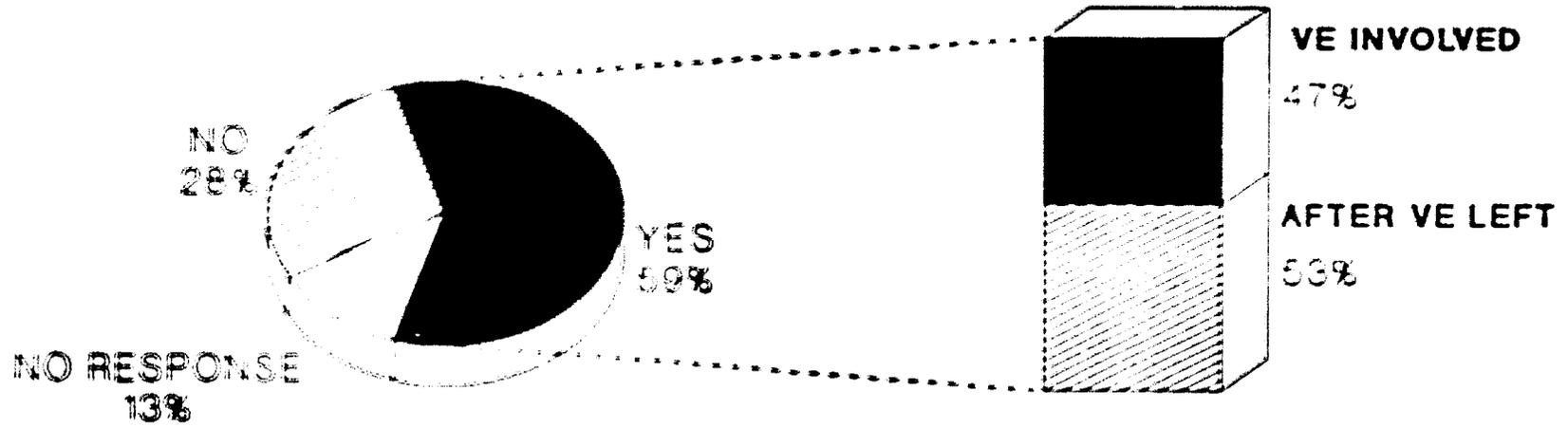
## INDUSTRIAL SUB-SECTORS



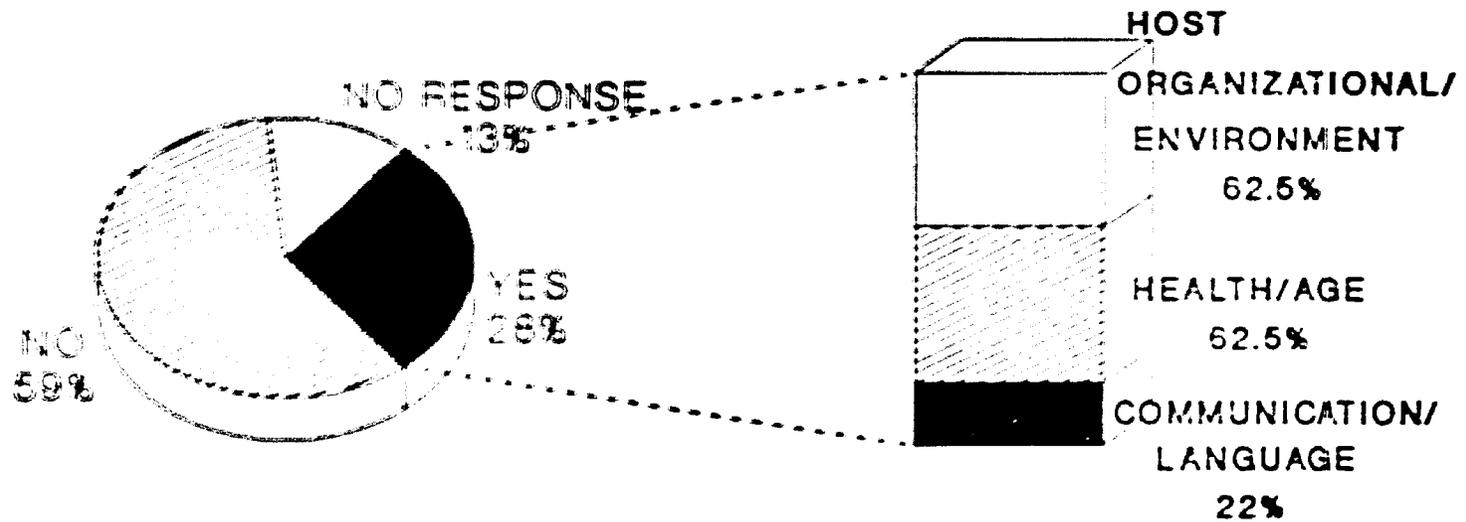
# LEVEL OF SATISFACTION OF SMALL CLIENTS



# IMPLEMENTATION OF VE'S ADVICE

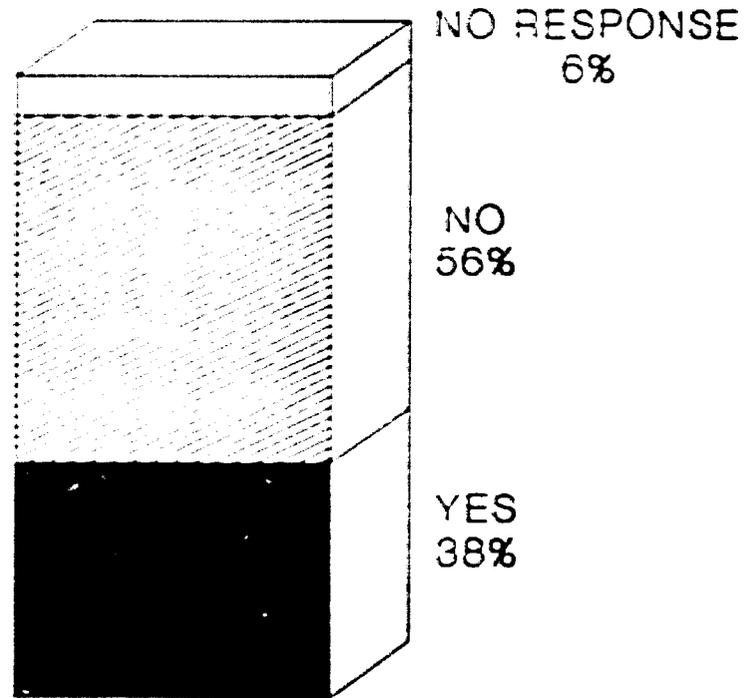


# THE IESC EXPERT FACED PROBLEMS

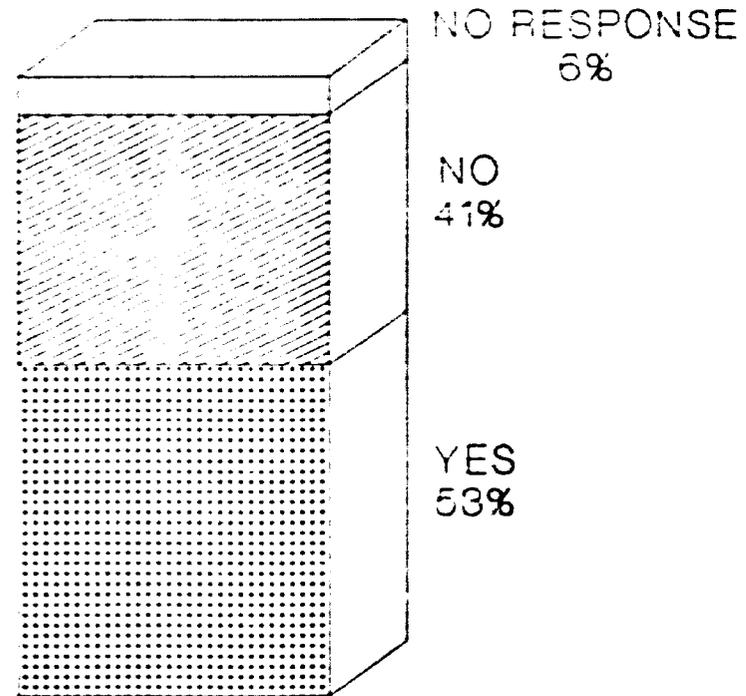


• PERCENTAGES ARE MORE THAN 100  
DUE TO OVERTLAPPING RESPONSES

# CLIENTS REQUESTING FOLLOW-UP VISIT



# IESC EXPERT'S VISIT RESULTED IN TRANSFER OF TECHNOLOGY



# TECHNOLOGY TRANSFER BY SUB-SECTOR

## INDUSTRIAL SUB-SECTORS

FOOD/AGRICULTURE



7

CONSTRUCTION



4

TEXTILE/APPAREL



6

HEALTH/EDUCATION



3

CHEMICALS



4

ENGINEERING



5

FINANCE



2

PRINTING



1

0 1 2 3 4 5 6 7 8

NUMBER OF CLIENTS

■ YES

▨ NO

□ NO RESPONSE

## Issues related to the transfer of technology

According to S. Lall (Learning to industrialize Macmillan, 1987), the technological capability of an enterprise encompasses the following:

- \* Project preparation that covers the process of project identification, feasibility studies, etc.
- \* Project execution that entails things such as process design, engineering studies.
- \* Process or production engineering that involves plant "debugging", balancing facilities to remove bottlenecks etc.
- \* Product engineering that involves improvement in project design and new product introduction by licensing.
- \* Industrial engineering that entails better work flow and scheduling and better work practices.
- \* Technology transfer to other firms that entails support of local subcontractors, knowhow transfer to buyers, etc.

The main function of the IESC VE from the projects completed so far appears to be in the fields of : (a) process or production engineering and (b) product engineering.

Though there are many instances of successful VE interventions, several clients interviewed felt that VE knowhow in the form of technical advice could not be assimilated by them as they lacked the organizational capabilities. Others pointed to the deficiencies in their capital equipment. For example, one client pointed out that implementing the VEs recommendations would have meant a substantial capital expenditure which was not possible for his organization to implement at the time. Nonetheless, over half the clients' interviewed felt that they had received suggestions that were meaningful and implementable.

## Food and Agriculture

We interviewed a total of seven of IESC's clients in the Food & Agriculture sector. Of two clients in sugar manufacturing, one was highly satisfied with the plant modification advice he received from a replacement VE ( the performance of the first VE was not considered satisfactory by the client) while the other was satisfied. The highly satisfied client was of the opinion that the VE had provided new ideas and that technology transfer had taken place (cost savings valued at \$ 0.5 million yearly had been reported); the other, while conceding that improvements were effected in the preventive maintenance system of plant, held that methods improvement in themselves did not constitute a transfer of

technology.

An ice-cream manufacturer's need for an expert in process and quality control was adequately responded to by the VE who effected a major improvement in the product range using the existing equipment. The client's staffing policy was reviewed and qualified persons inducted into the organization. Overall, a major improvement in the factory's operations took place.

Another client who required assistance with the nutrient composition of animal feeds was highly satisfied to receive the computerised least cost formulations of animal feeds which local nutritionists were unaware of. As a result this manufacturer was one of the very few in the country using the most up-to-date feed formulations. In other words, a clear case of technology transfer is evident in this case.

On the other hand, there was clearly a gap between the ostensible objective of the IESC VEs visit and the accomplishments of the assignment in the case of three clients. In one case the difference in marketing environment between the USA and Pakistan accounted for the VEs inability to address the key marketing issues. Another client interviewed blamed his organization's inability to implement the VEs recommendations to the lack of appropriate equipment and trained staff in his organization. On the whole, though, even this client was satisfied with the services received although no transfer of knowhow was effected. In one instance a glaring mismatch between what the client required and the background of the VE was brought to our notice. In this instance the client had asked for an expert in biscuit manufacturing but the VE assigned for the task had a background in flour manufacture. Needless to say, the client was unhappy about this situation and told us as much.

Despite our attempts to elicit quantitative information on the results of the VEs efforts we were unsuccessful either because the client did not himself know or did not want to make the effort to go into the necessary detail that this kind of evaluation entails.

#### Chemicals subsector

The performance of the IESC VEs in the chemicals subsector was particularly successful. One producer reported a 25 per cent increase in productivity as a result of process control improvements that resulted in lower fuel consumption and improvement in the raw material ratios. And this was the result of only a two week visit by the VE to the host organization. Another chemicals producer -- that is essentially a small business -- was happy about the quality improvements in the glue manufactured by his plant for the furniture manufacturers and anticipated a significant improvement in sales. A third chemicals producer, which has been making alkyd resins for the paint industry, was able to produce a completely new product that

was expected to effect a 50 per cent increase in the company's sales. According to this client, the technology if it had been purchased from abroad would have costed ten times as much as it did compared to the cost of the IESC assignment. The fourth client from the chemicals subsector while appreciating the overall value of the IESC service did not find the VE's suggestions as being unusually innovative or novel. The management of this plant needed advice in the development of a preventive maintenance system for which they required but did not get major improvements in procedures. In short, this client thought that while the service was useful, it was not in line with his somewhat inflated expectations about the outcome of this assignment for the development of a completely new system. Hence, while technical knowhow was transferred it did not result in a new way of doing things or result in major profitability gains for the client. Overall, clients in the chemicals sector benefitted most because of the good fit between their needs and the nature of the assignment.

### Construction sector

In the construction sector two clients out of four were of the opinion that the VEs assistance had benefited their organizations. One of the organizations had requested assistance for the improvement in the set-up of their engineering sections which was duly accomplished. Another had requested help with the preparation of the organization's mission statement which resulted in an overhaul of the organization structure. The VEs recommendations were being implemented at the time of our interviews. Only one of the host organizations in the sample was not satisfied with the recommendations proffered by the VE which it considered too advanced given the culture prevalent in the host organization. However, even this client conceded that the VE himself was "brilliant" and that the host organization was partly to blame for not having identified its needs accurately enough prior to approaching IESC.

### Textiles, Apparel & Leather

In the Textiles, Apparel & Leather sector one client was particularly selective in choosing the VE so much so that the process of selecting the VE alone took eight months. This organization needed an industrial engineer to streamline its material handling operations. The VE was highly successful in incorporating automation in the material flow thereby increasing worker efficiency as well as improving work conditions. We can therefore infer that there was a knowhow transfer and the client's high level of satisfaction confirms this. Another client, a small business, needed an expert in the field of artificial leather. This was a most successful assignment as the VE managed to explain new production processes as well as helping in new equipment selection. There was a significant increase in the client's sales and higher profits resulted both from the increased sales and from the savings in production costs. The client received new ideas that helped him to overhaul his

production process and significantly improve the quality of the end product. In other words, this was an assignment with positive technology transfer implications and, more importantly, one that helped develop the capabilities of a small business. Another of the textile units interviewed by us was the first weaving unit in the country to use shuttleless looms. This unit needed advice to improve the operating efficiency of its looms that were operating far below their rated efficiency (52% instead of 92%) because of some problem in the production process. The VE while able to diagnose the cause of the low operating efficiency was unable to implement his recommendations on account of the short duration of the assignment. On balance, the client though satisfied with the IESC service had nonetheless to consult another expert from Egypt to implement the recommendations as the VE had used up the duration of the assignment on diagnosis alone. According to this client the impact on profits was positive once the efficiency of the looms had increased.

The remaining three respondents in the textiles, apparel and leather subsector had reservations about the expertise provided by the IESC. One of these organizations had asked for an expert in polyester yarn but were disappointed because the VE had been out of touch with polyester yarn manufacture as this industry had almost died out in the USA (though the client did not quite explain how he selected the VE in the first instance). Further, this VE also apparently had difficulty in communicating with his counterpart as the latter was not proficient in English.

A clear case of mismatch between client needs and the experience profile of the client occurred in the case of one textile mill that needed a person to assist in all phases of the finishing process which is the most technologically demanding of all the processes in a textile plant. Instead, the VE turned out to be a quality control and testing person who was totally inappropriate for the task at hand. The assignment was terminated within two weeks.

The last of our respondents in this industrial subsector -- a shoe cum leather apparel manufacturer -- was totally dissatisfied with the service although he did not elaborate the reasons for his dissatisfaction in the questionnaire received by us. Had he specified the precise reason for his disenchantment we may have grounds to believe that the VE's expertise, or rather lack of it, was to blame. However, our discussions with the IESC Country Representative and the knowledge that the VE in question had successfully undertaken similar assignments in other countries leads us to believe that the problem lay in the disorganized nature of the client's business in which the VE was probably asked to improvise as best he could and come up with the right solutions. This was an unrealistic expectation, to say the least.

### Engineering

We interviewed five clients in the engineering sector -- one of

the most important for the industrial health of the country.

One client -- a small business making engine parts for a large tractor manufacturer -- requested IESC's help for preparing samples of connecting rods that were to be approved by this client's customer. Because of the VEs advice and help, the client was able to produce the product up to the customer's specifications thereby securing a large order. Sales for this client reportedly increased between 30 to 50 per cent annually. Clearly, this was a most successful assignment in which the client's expectations had been met.

Another satisfied client that is a major producer of tractors and agricultural implements requested assistance from the VE to establish suitable gear ratios, axle make and other performance parameters for a pick-up truck. The VE provided information on gear ratios, made suitable designs and provided information on other parameters. According to the client about 70 per cent of the requested information was received. However, the client did not go in for production because of a sudden change in the import duty structure. Nonetheless, there was a technology transfer in this instance as the client was, as a result of this assignment, technically capable of producing a pick-up truck.

The remaining three clients reported varying degrees of doubt about the value of the VEs visit. A producer of auto-filters expressed his surprise in the discrepancy between the CV he received and the actual background of the VE. It turned out, much to the client's discomfiture, that though the CV indicated the VEs experience in all phases of filter manufacture, the VE had never been inside a filter factory before his visit to Pakistan. Nonetheless, the assignment was not altogether without value as the VE was able to effect some general improvements in the production process with a positive impact on profits. However, this client's original need for assistance still remains to be addressed. Another engineering unit -- a maker of components for the automobile industry -- needed assistance in the areas of improving design of mouldings and improved "pouring" techniques. However, the solutions provided by the VE were too expensive for the client to implement since they required heavy capital investment over a period of several years which the client could not afford. Moreover, this client felt that VE should also have contributed to the staff training which was not done. Neither did the VE leave behind, as per the client's wishes, any written materials for the client's use. In other words, this was not a successful assignment. The last respondent, a vertically integrated steel manufacturer, was the least satisfied of the client's interviewed in this subsector, which was reflected to some extent in the fact that our team had to revisit the plant on several occasions to be able to complete the questionnaire. The major complaint that the client voiced was that the VEs working background was totally unsuited to their plant's working conditions; further, owing to the VEs advanced age, he was not as energetic as management would have liked. Overall, this was a dissatisfied client.

## Health & Education

This sector is noteworthy for the fact that one client, one of the country's leading management education institutions, had availed of the IESC's facilities on 11 separate assignments. Although this client had somewhat mixed feelings about the success of some of the assignments, the fact that repeated use was made of this facility indicates that this was considered a cost effective service. Indeed, in some areas of the curriculum the visiting VE faculty member made tangible contributions to the program particularly in case study development. The organization of the school's library was also a major accomplishment resulting from the VEs visit (s). On some occasions, the institution in question expressed some misgivings about what was achieved but this was offset by the overall success ratio of the assignments.

One hospital in our sample needed guidance in design of the training curriculum for nurses. The VE was successful in introducing latest methods and nursing skills to the teaching staff of the School of Nursing. She improved bedside nursing procedures and gave demonstrations to the hospital staff about these. In general, new skills were introduced to the teaching staff which resulted in higher productivity and improved morale. The other hospital in the sample, on the other hand, gave a brusque response to our survey staff to the effect that the IESC's VE had not done anything useful for her organization. When asked to elaborate, the client did not extend cooperation to our team.

## Finance

One of the clients renowned as a leader in the banking field had a hand in the formation of the IESC in Pakistan in as much as a former executive was inducted as IESC's first head in this country. This client was satisfied on the whole with the nature of the services received but felt that his organization itself lacked clarity about the purpose of the VEs involvement with their group. On the whole though, the client was satisfied that technical knowhow was transferred particularly to an engineering unit in their group although this knowhow transfer in other IESC assignments for the group was not as well assimilated as should have been the case.

The other client in this group, an insurance company, required a computer specialist to assist the company in computerizing their operations. The client felt that the organization was not ready for the technical advice received which in any case the VE had no hand in implementing with the result that the situation had not changed subsequent to the VEs visit. The problem here was that the client was not computer literate and could not communicate with the VE. So the cause for failure is not clear cut in this instance.

## Printing

There was only one respondent in this subsector. This client needed assistance in the relatively new area of flexographic printing and of formulation of printing inks for printing on aluminium foil and plastic films. The VEs recommendations were most helpful and all his recommendations were implemented. As a result the quality of printing on line work designs and other simple jobs have improved. Even though the VE found that inks of required quality were not available for the kind of printing needed to be done he took the initiative in preparing his own formulations for getting the job done. The VEs stay also helped confirm for the clients' benefit the fact that stack type flexographic printing machines had a limited utility for the kind of printing designs needed for the Pakistan market. In short, this was another instance of successful technology transfer.

## **VI. Analyses And Recommendations**

## VI. ANALYSIS AND RECOMMENDATIONS

Overall, the IESC has been doing a good job in meeting client needs. This is evidenced by the large number of clients who reported both that they were satisfied with IESC's assistance and who have requested follow-up help. However, we feel it would be worthwhile to highlight possible ways in which IESC can achieve even better results from its operations in Pakistan. Consequently, our aim in the next few pages is to concentrate on methods whereby this valuable service can be further streamlined.

- (1) **Proper identification of client needs:** One of the major problem areas is the incomplete understanding of the client's need by IESC head office in Stanford. Many clients specify their requirements in a vague or general way and may indeed be unaware of the real nature of the problem confronting their business. In other words, they are not able to diagnose their own problems. In our sample survey, 8 out of 32 clients conceded that they themselves were responsible for not articulating their needs properly and that the outcome of the technical assistance was not therefore as successful as it might have been.

On the other hand, there are instances where the IESC itself did not comprehend the client's needs accurately. To illustrate the nature of this problem: one client asked for an expert in milk marketing and the VE sent by IESC did indeed have a background in this area but as milk marketing is done, for the most part, on a cooperative basis in the USA he could not adapt to the local marketing environment. Similarly, an educational institution reported that it got a VE in another area than in the one requested for.

Where the client's needs have been assessed accurately, the project has been deemed extremely successful (eg, a project for a supplier to the paint industry where the local IESC representative because of his prior knowledge understood exactly what the client's problems were and communicated these to head office).

- (2) **Wider choice of VEs to be presented to clients:** To promptly respond to the clients' needs and perhaps reduce its administrative costs, IESC usually recommends one outstanding candidate that appears to meet the client's requirements. If two or three candidates were nominated the client may get a closer fit to its requirements. We came across one client who had rejected at least three CVs before getting the right person. This project was very successful. However, this whole process of selection took about 8 months before the project start.
- (3) **Better briefing of VE before his arrival in Pakistan:** Several clients indicated that the VE would have performed much

better had he been given more information about the client's operations in advance. The briefing could cover the client's technology level, production processes in use, quality specifications of the raw materials in use, etc. so that the VE better understands how his skills match up to the clients' requirements.

In several instances we learnt of VEs who had accepted assignments based on a misperception of what the client's areas of operation were, e.g., a VE who had according to the client never been inside an auto filter factory before the visit to the client's plant but whose CV indicated that he had spent 15 years in all phases of automobile manufacturing. Another client had asked for help in the dyeing, printing and finishing of cloth but the VE who accepted the assignment was a quality control and testing person and therefore not experienced in the problem area at hand. In other words, this type of situation could be averted with a better definition of both client's needs and the nature of the client's operations.

In general we also feel that valuable time spent by the VE in diagnosing the situation after his arrival at the host organization could be saved if there were better communication regarding the exact nature of client needs and the nature of clients' operations. This time could then be spent on implementation of recommendations or could go toward reducing the cost of the assignment.

- (4) **Proper orientation of counterpart to VE:** An essential characteristic of a successful assignment is that the VE have a counterpart with whom he can work on a day to day basis. Several of the Pakistani host organizations are family run businesses with very little delegation of responsibility to qualified professionals which means that the VE and the client may be at cross-purposes as they are unable to communicate on the same plane. In one or two instances we learnt that the counterpart faced a major barrier because he was not fully conversant with the English language. In one instance the counterpart, since he had not been properly briefed about the purpose of the VE's visit, felt threatened and refused to cooperate.
- (5) **Health and other personal characteristics:** The health profile and the concomitant energy level is an essential ingredient in assignments where the stress is on constant physical movement as in a factory production type situation. Five clients in our sample (constituting about 16 per cent of the total) indicated that this was a problem that they experienced which adversely affected the VEs productivity.

VEs who had experience in or an appreciation of developing country requirements through previous IESC assignments or otherwise were better able to cope with the Pakistani environment.

- (6) **Cost of assignment:** These were not an issue as the IESC's clients were in most cases larger businesses. However, this may turn out to be a issue in the case of smaller businesses in case the USAID's grant funds are not continued.
- (7) **Awareness of IESC's services:** Only 6 per cent of the surveyed clients were introduced to the IESC through mass media advertisements whereas the remainder had either personal contacts with IESC executives in Pakistan or were introduced to its services through persons who were in direct contact with the IESC executives. In other words, the IESC's services are not advertised in a manner that would bring it a wider circle of clients. The outreach effort is effectively restricted by the number of contacts made by the IESC executives personally.
- (8) **Competitor organizations:** The British Executive Service Overseas (BESO) was formed in 1972 with backing from the Institute of Directors, the British Government and the Confederation of British Industry. It is registered as an independent charity and managed by a small team of retired executives who report to a Council of distinguished businessmen and senior representatives of the Overseas Development Administration (ODA), the Confederation of British Industry and the British Overseas Trade Board. In some matters its operations are similar to the IESC's but there are also differences that give this service a competitive advantage:
- \* BESO's clients do not pay a fee; they are only obliged to provide the Executive and his spouse with " clean and comfortable living accomodation " and with local transport for the duration of the assignment.
  - \* The duration of the assignment can be as long as six months compared to a maximum of three months in IESC's case.
  - \* If the Executive feels that he needs to understand the problem in greater detail in his home environment, he can make a preliminary visit to the client's facilities and go back to the U.K., coming back at a later stage when he is ready to work with the client. Since BESO picks up the air-fare and incidental out-of-pocket expenses this is a very convenient arrangement from the client's viewpoint.
  - \* The Executive selected is relatively younger as, in most instances, he has recently retired or, is on the verge of retirement (ie, is still serving in the UK).
  - \* The BESO executive is not obliged to promote British equipment which lends credence to his recommendations from the client's perspective.

- \* BESO treats both public and private sector clients evenly.

According to the BESO country representative in Pakistan, BESO really started marketing its services in Pakistan in 1980. It serves around 10 clients in Pakistan each year and is expected to have served a total of about 100 clients by end-1991.

The Netherlands Management Consultancy Program (NMCP) for developing countries was initiated by the Dutch Employers' Federation, the Netherlands' Government's Foreign Ministry and Ministry of Development Aid in 1978 as a non-profit organization to serve the needs of small and medium-sized firms in developing countries by providing them with retired Dutch executives for a period of up to six months. Only those private and public sector firms in developing countries are eligible to receive services under the NMCP program as are wholly owned by nationals of that country.

The NMCP service is similar to the BESO service and differs from both the IESC and BESO in so far as its primary target is the small and medium sized businesses. The program is most flexible from a containment of cost perspective as the client is only responsible for the Executive and his spouse's boarding and lodging and his local transport and office needs, which need not translate into exorbitant sums of money. Further, the spouse only has a right to accompany the Executive in case the assignment is to last longer than two months. Perhaps the most unique feature of this program that sets it apart from other similar services is that, if the Executive deems it necessary, the host organization may send one of its representatives for training to a suitable facility in Holland, the costs of which are entirely borne by the NMCP (including air fares and subsistence).

The NMCP undertook 14 assignments in Pakistan in 1990. A similar number is expected to be completed in 1991. Over the past five years of the current country representative's incumbency about 40 assignments have been completed.

In sum, it appears that BESO and NMCP are both highly cost effective options ( a definite conclusion about the efficacy of this service must of course depend on feedback from their clients) that IESC must consider as competitors that will encroach on its business in the future. One notable feature that has helped both BESO and NMCP to cut its administrative overheads and thus the cost of its service is its employment of nationals as country representatives who work either out of their home on a full-time basis (in NMCP's case) or out of their existing work place on a part-time basis (in BESO's case). The IESC may like to do consider their working methods in chalking out its own strategy in Pakistan in the future.

## **Documentation used by the IESC**

The IESC uses certain structured documents which are filled in for each project. There are seven documents which are filled by the three parties involved in the project and sent to IESC's headquarters at Stamford.

The client fills in the Client's Confidential Report to IESC. This report is filled in by the client at the end of each project. It basically asks if the IESC's executive has fulfilled his assignment to the client's complete satisfaction, and suggestions on how IESC could render more efficient and valuable service to the clients.

The Volunteer Executive fills in three documents:

- a) **The Volunteer Executive's Report of Assistance Rendered**. This outlines a description in detail of the actual assistance rendered and the sequence of actions in which the VE engaged. It includes circumstances affecting the project such as the relations with the client, working conditions, illnesses, etc. It is presented at the end of the project to IESC.
- b) **The Project Work Plan**. This report asks for a description of the nature of the VE's assistance required, and areas lacking from the Statement of Assistance Requested in the Agreement Form and variances thereof. The VE elaborates about the type of assistance he must provide and the procedures he must use. Also included is a discussion of the possibility of estimating the degree of improvement or achievement which the VE hopes to attain. This form is completed soon after VE's arrival and is co-signed by the client.
- c) **Volunteer Executive's Final Report to the Client**. In point form, this report outlines the kind of advice and assistance the VE has given to the host organization and the recommendations and review of the work performed.

The IESC Country Director fills in the:

- a) **Summary of The IESC Project**. This document describes the details of the client's business in short, and the advice requested from the VE, and the assistance and recommendations provided. It also includes comments of the Country Director on the success of the project.
- b) **Project Evaluation Report by the Country Director**. Basically, this report deals with the reasons for the success of the project and an evaluation of it in terms of the potential contribution to the economy of the country. It also evaluates whether the project could have substantial effect on the enterprises other than the client

organization.

The CDS (Country Director's Spouse) fills in the:

- c) **Volunteer Executive's Spouse Evaluation Sheet.** This report basically asks for an indication of the VES's adaptability to the country, her interests and health, etc.

The documented list of forms is complete and comprehensive. They may perhaps be complemented by a personal visit by the IESC Country Director to the client at the end of the project.

### **Recommendations**

Based on the problem areas uncovered we recommend the following:

- (1) The IESC Agreement Form should be revised to take into account specific business conditions faced by the client. For example, page 3 of this form could be structured to elicit information about the production process, the specifications of raw materials, the marketing environment, etc. The IESC representative should more time with the prospective client discussing the nature of his requirement rather than taking the client's written version at face value. As indicated above many clients misspecify or specify incompletely the nature of their requirement.

In individual cases -- particularly in the case of smaller businesses -- the IESC may engage the services of local consultants perhaps for a day or two at the most to identify problems and help the client articulate his problems.

- (2) The clients' must have a greater say in the selection of the VE. A refrain we heard was that CVs could be misleading and that no organization makes a decision on whether to recruit somebody solely on the basis of a CV. In other words, if the client is provided a short list of candidates and other pertinent information that he requests, he may be able to help the IESC in selecting the appropriate candidate (by no means an easy task). If the client requests an interview, even if only over the telephone, with the prospective VE and is willing to bear the costs of this, we do not see any reason to discourage him from doing so as is currently the case.
- (3) We feel that channels of communication should be opened up between the VE and the client before the former actually arrives to take up his assignment. Thus there is no reason for an instance we learnt about whereby the head of a host institution was forbidden to meet with a VE who had already been selected for the assignment (but before his departure for Pakistan) when the former was visiting the USA on some other business.

If communication is encouraged we expect that not only would the VE be better prepared to get on with the assignment but his stay would be geared perhaps more to implementation and less to diagnosis. Further, the VE would be in a better position to gauge whether he can indeed contribute to the requirements of the host organization thus sparing the IESC the embarrassment of an unsuccessful assignment.

- (4) It is extremely frustrating and demoralizing for a VE to find that there is no adequately qualified counterpart to whom he can relate in the course of an assignment. Therefore the IESC office in Pakistan should make sure well before the VEs arrival that there is a counterpart and that this person is aware of and understands the nature of the VEs visit. In short, the counterpart must be made to feel that the VE is there to help rather than show up the counterpart's shortcomings to top management.
- (5) It is obviously desirable that the VE selected for an assignment be physically fit. Several clients opined that the VE who had recently retired would be more likely not only to be healthier -- on the not quite valid assumption that younger VEs are likely to be healthier -- but that he would be more in touch with recent developments in the industry. This is obviously a sensible suggestion which could perhaps be more rigorously applied by the IESC's head office in Stamford.
- (6) As the " circle of acquaintance " of IESC's executives is limited, so the extent of potential clientele is also limited. Hence, if the VE program is to gain greater popularity among businesses then the IESC needs to embark on an effective outreach program that may include increased mass media advertisements, advertisement in local business journals, personal contacts with local chambers of commerce, etc.
- (7) Although the majority of clients interviewed by us were satisfied with the time taken by the IESC to respond to their requests for locating and sending VEs, there will be a need for expanding the existing organization as the number of queries/requests for VEs increases. The modified organization is essential to keep the response time within the existing time limits.
- (8) The USAID's grant funds allow the IESC to cut the costs of its service by up to 50 per cent for its smaller clients. With the depreciation of the rupee against the dollar, the costs are creeping up in Rupee terms almost incessantly and may well be out of the reach of smaller firms if the grant funds are discontinued. We feel that this service would be especially beneficial for the smaller companies as larger companies are already in touch with international markets and technologies through their regular network of contacts. Consequently, the grant component should be maintained with

the proviso that IESC service at least five small clients yearly.

Alternatively, the IESC should explore the possibility of working with several smaller clients who jointly could fund the VEs visit. This is an issue that could be taken up either through the respective trade association or through personal visits by the IESC management to selected industrial units.

## **VII. Suggestions For Future Strategy**

## VII. SUGGESTIONS FOR FUTURE STRATEGY

The activities of the IESC in Pakistan can be better integrated with the USAID's emphasis on the private sector through a menu of strategic activities. Some of these activities are suggested below:

- (a) The USAID should try to identify companies in the subsectors of interest to it that are considered leaders in their industry and that could be persuaded to have a VE come over to help with any of their identified problems. This visit could be free of cost to the host organization provided it allowed representatives of 6-8 other companies to come in for vocational training at the time of the VEs visit. The cost of the VEs visit would be borne by the organizations that send their representatives in for training.

One major stumbling block to this scheme is that successful organizations are generally reluctant to share their knowhow with others particularly those they consider possible competitors. However, this may not be a problem if the host organization selected for help is far bigger than the visiting organizations and therefore not worried about sharing its knowhow. The inducement provided by the IESC to get a host organization to cooperate may take the form of subsidised future assignments in areas of interest to such organizations.

- (b) The USAID should work through local trade and industry associations in sponsoring seminars and workshops to which teams of IESC experts could be brought over under the TIS program. The expertise to be tapped may include marketing channels in the USA or latest developments in, say, process technologies. Field visits to companies in the USA may be part of the program. (The precise nature of the subjects to be covered at the seminar would only be apparent after discussions with industry representatives). The cost of this type of activity can be shared by the participating organizations with some support provided by the Private Enterprise Office of the USAID.

The effects of this kind of training activity are likely to be widespread with far more organizations benefiting from IESC's expertise than is currently the case. Efforts to promote a dialogue among the industry participants themselves will stimulate the exchange of ideas and promote technology transfer from leading firms in the country to those not as well positioned. In short, there is bound to be a multiplier effect as a result of this type of activity. Subsectors that are likely to be most receptive to a visit by IESC experts include textiles and apparel, and leather.

Among the spin-offs expected from this activity is more

assignments along IESC's traditional lines of a VE assigned to a single client.

- (c) The capital equipment needs of individual enterprises visited by the VE may be communicated by the USAID to the trade counsellor's office in the American Embassy who could follow up by suggesting appropriate American suppliers, financing sources, etc. to the host organizations. This may yet be another way of promoting technology transfer to the private sector of Pakistan.
- (d) One of the features of the NMCP (Dutch) program that makes it attractive is the possibility of on-the-job training overseas for a nominee of the client organization. The USAID may collaborate with the IESC in arranging for such sponsored training programs for individuals identified by the VE who could benefit from such training.

**Appendix 1 Total Projects Completed As Of  
December 31, 1990**

## International Executive Service Corps

PROJECTS COMPLETED AS OF DECEMBER, 1990

INDUSTRIAL SUB-SECTOR	CLIENT NAME	PROJECT NUMBER	PROJECT NAME
FOOD/AGRICULTURE (19)	AB FOODS	16458	BISCUIT BAKING
	CARNATION DAIRIES	15669	FEASIBILITY
	HABIB SUGAR	19072	PRODUCTIVITY
	MEHRAN DAIRY FARMS	19389	ANIMAL FEEDS
	MEHRAN DAIRY FARMS	18462	ANIMAL HERDS
	MEHRAN DAIRY FARMS	18463	FEEDS
	MEHRAN SUGAR	19073	BOILER
	MEHRAN SUGAR	18056	PRODUCTION
	WILKPAK	16268	JUICES
	WILKPAK	16328	MANGO JUICE
	WILKPAK	15263	MARKETING
	WIRPURKHAS SUGAR MILLS	16032	CRUSHING
	MITCHELLS FRUIT FARMS	16663	QUALITY CONTROL
	NATIONAL FRUCTOSE	15590	PRODUCTION
	PAKISTAN DAIRIES	16974	ICE-CREAM
	PATOKI SUGAR MILLS	15966	PERFORMANCE EVALUAT
	SHAKARGANJ MILLS	16101	CRUSHING
	SHAKARGANJ MILLS	18055	MAINTENANCE
	SHAKARGANJ MILLS	18921	PRODUCTIVITY
CONSTRUCTION/ CEMENT (14)	ADANJEE CONSTRUCTION	14923	CIVIL WORKS
	CHERAT CEMENT	15038	CEMENT MANUFACTURE
	CHERAT CEMENT	15037	CEMENT MANUFACTURE
	CHERAT CEMENT	15036	CEMENT MANUFACTURE
	CHERAT CEMENT	15035	CEMENT MANUFACTURE
	HOUSE OF HABIB	13802	MANAGEMENT
	WAYNAR HOUSING	17624	COMPUTER
	WAYNAR HOUSING	17623	LANDSCAPING
	NATIONAL CEMENT	18699	NEW PRODUCT
	NATIONAL CEMENT	19466	RESEARCH & DEVELOPM
	PAKLAND CEMENT	18353	CEMENT MANUFACTURE
	PAKLAND CEMENT	16720	SECURITY
	PAKLAND CEMENT	16737	TOYS
	SASI INDUSTRIES	14647	PROPERTY DEVELOPMEN

TEXTILE / APPAREL (10)	CRESCENT JUTE	16329	MATERIALS HANDLING
	CRESCENT TEXTILES	17662	PRODUCTIVITY
	DILON	14405	SYNTHETIC YARN
	LYRA SHOES	16365	SHOES
	M.F.T.M.	19099	DYEING
	PAKWEST	16781	PLASTIC CLOTH
	SHAMS TEXTILES	17597	MAINTENANCE
	SITARA TEXTILES	17611	DYEING
	SITARA TEXTILES	18161	MAINTENANCE
	ZANQOR TEXTILES	18403	PRODUCTION
HEALTH / EDUCATION (13)	FATIMA MEMORIAL HOSPITAL	16186	NURSING
	LUMS	14298	
	LUMS	15055	
	LUMS	15057	
	LUMS	15495	CASE WRITING
	LUMS	17007	CASE WRITING
	LUMS	16480	CASE WRITING
	LUMS	15054	LIBRARY
	LUMS	17594	LIBRARY
	LUMS	16481	LIBRARY
	LUMS	14300	MARKETING
	LUMS	19464	ORGANIZATIONAL DEVE
	MURSHID HOSPITAL	14467	NURSING
CHEMICALS (7)	BURLY PAINTS	16252	PAINT MANUFACTURE
	CAPTAIN PQ CHEMICALS	16621	PRODUCTION
	CRESCENT BOARD	17612	MANUFACTURING
	MALCOLM INDUSTRIES	18926	PRODUCTION
	RAVI RESINS	16278	PAINTS
	SETHI INDUSTRIES	16320	BOARD
	SITARA CHEMICALS	17254	PRODUCTION
ENGINEERING (9)	ADARJEE ENGINEERING	15700	POWDER METAL
	ADARJEE ENGINEERING	19646	PRODUCTION
	ALLWIN ENGINEERING	15363	FOUNDRY
	AL-ASAD	14855	SPARE PARTS
	ASIA INDUSTRIES	17315	WORKSHOP
	BALUCHISTAN FOUNDRY	13893	FOUNDRY
	ITTEFAQ FOUNDRIES	16590	FOUNDRY
	WALIK AUTOS	19493	MANUFACTURING
	WILLAT TRACTORS	18886	NEW MODEL

FINANCE	HOUSE OF HABIB	14837	FINANCE
(4)	MUSLIM INSURANCE	14977	E.D.P.
	PILC	16331	LEASING
PRINTING /	NATIONAL PRINTING	18837	PRINTING
PACKAGING	PACKAGES	16335	PRINTING
(2)			
OTHERS	AFTAB ASSOCIATES	16459	MARKET SURVEY
(3)	PRECISION RUBBER	17036	SPECIAL RUBBER
	PRECISION RUBBER	18525	PRODUCTION

## **Appendix 2 Sample Of Clients Selected For Interviews By Location**

I.E.S.C.

## LIST OF PROJECTS IN THE SAMPLE BY LOCATION

LOCATION	CLIENT NAME	ADDRESS	TELEPHONE	CONTACT PERSON	YEAR COMPLETED
KARACHI (17)	AB FOODS	7th Fl. Avenue Centre, 264 BA Lines	529441-5	Afaq A. Farooqi	1988
	ADANJEE CONSTRUCTION	Adanjee House, Fl.5, I.I. Chundrigar Rd.	222655-9	Abdul Razzak Usman	1986
	ALLWIN INDUSTRIES	15 Mile National Highway, Landhi	330525-28	Danishmand	1986
	CARNATION DAIRIES	Cotton Exchange Bl. I.I. Chundrigar Rd	235906/227511	Amin A. Kaswani/Abdullah Rashid	1987
	DILON	1st Floor, Dawood Centre	516001 (20 Lines)	M. Ebrahim A. Karie	1985
	HOUSE OF HABIB	Hirani Centre, 4 Fl., I.I. Chundrigar R	210531	Zia Shafi Khan	1985
	LYRA SHOES	81-82 Fareed Chambers, A. Haroon Road	511895/510686	S.M. Yousuf/Omer Yousuf	1987
	MANKAR HOUSING	170-A Block 3, Sir Syed Road, PECHS	430191	Namid Ahmad	1989
	MEHRAN DAIRY FARMS	16-C, 2 Zanzana Comm. Lane, Clifton	534376	S. A. Yaqoob	1989
	MORPURKHAS SUGAR MILLS	Modern Motor House, Beaumont Road	515921	Mohammad Farooq/M. Akram	1987
	MURSHID HOSPITAL	Hub River Road, Mujahidabad	226596-8	Mohammad Yusuf	1986
	MUSLIM INSURANCE	Fl.2 Adanjee Chambers Campbell Street	210981-5/219532	Shauket C. Subjally	1986
	NATIONAL FRUCTOSE	Fl.1 Kashif Centre, Shahr-e-Faisal	522072/523467	Shakirullah Durrani/M.W. Siddiqui	1987
	NATIONAL PRINTING	F/42, Hub River Rd., P.O. Box 3221 SITE	292221/292210	Abderasul J. Khoja	1990
	PAKISTAN DAIRIES	Fl.3, KDLB Bldg. 58 West Wharf Road	201601/201564	Ahmed Ebrahim	1988
	PAWLAND CEMENT	14-A, Trade Centre Block 7/B, KECHS	430153 (4 lines)	Nasirudhin Mistry	1988
	SASI INDUSTRIES	Sasi Towers, Zaibunisa Street, Saddar	529719-22/514774	Firoz S. Shroff/Abbas S. Shroff	1986
LAHORE (11)	ASIA INDUSTRIES	14, Lawrence Road	304919/63731	S. Niaz Ahmed/Inran	1988
	FATIMA MEMORIAL HOSPITAL	Shadnan	480681 / 419743	Begum S. Waheed/Begum Nasira	1986
	ITTEFAQ FOUNDRIES	32 Empress Road	800091-95	M. Jawaid Shafi/M. Ilyas	1988
	LUMS	103-C-2, Gulberg III	874045/870755	Jawaid Namid	1988
	WALIK AUTOS	80, Badami Bagh	200926/200075	Mohd. S. Malik/Iftikhar A. Malik	1990
	MILKPAK	40-A, Gulberg V	872619/871592	S. Babar Ali/S. Yawar Ali	1986
	MILLAT TRACTORS	P.O. Box 1147 Sheikhupura Rd. Shahdara	710916/711021	Sikander M. Khan/A.W. Kalwar	1990
	PAKWEST	Gardes Investment Bldg. Thornton Rd.	67493	M.K. Nanna/Zulfiqar	1988
	P.I.L.C.	45, Shahr-e-Qaid-e-Azam	324110/323882	Anjum M. Saleem	1987
	RAVI RESINS	12 Baradari Road, Shahdara	710324/710524	Farookh Jamil/Abdul J. Jamil	1987
	ZAHOR TEXTILE	11, Main Gulberg Road	872294/873965	Arif Zahoor/Mohsin Zahoor	1989

FAISALABAD	CAPTAIN PG	Sargodha Road	50614 / 50615	Farooq K. Captain	1988
(4)	CRESCENT BOARD	New Lahore Road, Wazirabad	50201-4/51480	Asghar Qureshi	1989
	SITARA CHEMICAL	32 KM, Faisalabad-Sheikhupura Rd.	50419 / 40418	Naji Bashir Ahmed/M. Idrees	1988
	SITARA TEXTILE	P.O. Box 223 Sargodha Road	50667/50668	M. Anees	1989
PESHAWAR	CHEMAT CEMENT	Village Lakari, P.O. Box 28	76256 / 76587	Dhulam Faruque/Zahid Faruque	1986
(1)					
JHANG	SHAKHRAJI SUGAR MILLS	Tabe Road, Jhang	(047) 2030/2031	Altaf M. Salim/M. Anees Qureshi	1987
(1)					
RENALA KHURD	MITCHELLS FRUIT FARMS	Renala Khurd, District Okara	301038/812669	S. N. Mohsin	1988
(1)					
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## **Appendix 3 Sample Of Clients Selected For Interviews By Industrial Sub-Sector**

I.E.S.C.

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LIST OF PROJECTS IN THE SAMPLE BY SUB-SECTOR

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LOCATION	CLIENT NAME	% RESP
Food/Agri. (9)	AB FOODS CARNATION DAIRIES MEHRAN DAIRY FARMS MILKPAK MIRPURKHAS SUGAR MILLS MITCHELLS FRUIT FARMS NATIONAL FRUCTOSE PAKISTAN DAIRIES SHAKARGANJ MILLS	25%
Construction (5)	ADANJEE CONSTRUCTION CHERAT CEMENT MAYMAR HOUSING PAKLAND CEMENT SASI INDUSTRIES	14%
Apparel/Tex. Leather (5)	DILON LYRA SHOES PAKWEST SITARA TEXTILE ZAHOR TEXTILE	14%
Health/Educa (3)	FATIMA MEMORIAL HOSPITAL LUMS MURSHID HOSPITAL	8.3%
Chemicals (4)	CAPTAIN PQ CRESCENT BOARD RAVI RESINS SITARA CHEMICAL	11%
Engineering (5)	ALLWIN INDUSTRIES ASIA INDUSTRIES ITTEFAQ FOUNDRIES MALIK AUTOS HILLAY TRACTORS	14%
Finance (3)	HOUSE OF HABIB MUSLIM INSURANCE P.I.L.C.	8.3%
Printing (1)	NATIONAL PRINTING	2.7%

## **Appendix 4 Questionnaire Used For The Field Interviews**



**Number Of Persons Employed At Factory:**

Category	Number
Managerial	.....
Technical	.....
Clerical	.....
Skilled Labour	.....
Unskilled Labour	.....
TOTAL	.....

**Annual Industrial Growth Rate:**

- 1988  0% to 5%
- 6% to 10%
- 11% to 15%
- 16% to 20%
- Greater Than 21%
  
- 1989  0% to 5%
- 6% to 10%
- 11% to 15%
- 16% to 20%
- Greater Than 21%
  
- 1990  0% to 5%
- 6% to 10%
- 11% to 15%
- 16% to 20%
- Greater Than 21%

**Is Industry Facing Any Problems:** Yes  No

**If yes; Indicate Type And Time Of Problem:**

- Financial; Explain .....
- Sales ; Explain .....
- Technology; Explain .....
- Exports ; Explain .....
- Raw Material; Explain .....
- Production ; Explain .....
- ; Explain .....
- ; Explain .....

**Timing Of IESC's Expert's Technical Assistance:**  
From \_\_\_\_\_ To \_\_\_\_\_

**How Long Did It Take IESC To Respond To Your Request For Assistance:** \_\_\_\_\_

**Nature (Area) Of Technical Assistance Requested (and why):** \_\_\_\_\_

**Nature (Area) Of Technical Assistance Received:** \_\_\_\_\_

**Describe Exact Recommendations Of IESC's Expert:** \_\_\_\_\_

**Were These Recommendations Implemented:**

Yes  No

**Explain Effect And Timing Of Implementation:** \_\_\_\_\_

Was IESC's Expert Involved In The Implementation Of  
 Recommendations:            Yes[ ]            No[ ]

Explain Nature of Involvement: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**FINANCIAL: (With Respect To Timing Of IESC's Assistance)**

	Two Years Before	One Year Before	Year Of	One Year After	Two Year After
Sales Revenues	_____	_____	_____	_____	_____
Cost Of Sales	_____	_____	_____	_____	_____
Overhead Costs	_____	_____	_____	_____	_____
Profit Before Tax	_____	_____	_____	_____	_____

How Did IESC's Expert's Assistance Effect Business Operations:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Did IESC's Expert's Assistance <sup>a</sup> Effect Profits:  
 Yes[ ]            No[ ]

Explain: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Did IESC's Expert's Assistance Result In Transfer Of Technology:  
 Yes[ ]            No[ ]

Explain: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

How Were You Introduced to IESC; .....

What Did IESC's Expert's Assistance Cost: Rs: .....

How Would You Rate COSTS Vs. BENEFITS Of IESC's Assistance:

- Benefits Less Than Costs
- Benefits Equal To Costs
- Benefits Greater Than Costs
- Unable To Determine

Were You Satisfied With IESC's Expert's Assistance:

Yes( ) No( )

Explain (Why): .....

Did You Request Additional Assistance From IESC:

Yes( ) No( )

Explain: .....

Did IESC's Expert (Or You) Encounter Any Problems:

Yes( ) No( )

Explain Nature Of Problem ie. logistic, language, cultural etc. ....

What Measures, In Your Opinion, Could Improve IESC's Assistance:

.....



**Appendix 5 List Of Respondents By Location**

I.E.S.C.

## LIST OF RESPONDENTS BY LOCATION

LOCATION	CLIENT NAME	ADDRESS	TELEPHONE	CONTACT PERSON	YEAR COMPLETED
LAHORE (10)	AB FOODS	7th Fl. Avenue Centre, 264 RA Lines	529441-5	Afaq A. Farooqi	1988
	ADANJEE CONSTRUCTION	Adanje House, Fl.5, I.I Chundrigar Rd.	222655-9	Abdul Razzak Usman	1986
	ALLWIN ENGINEERING	15 Mile, National Highway, Landhi	330525-28	Danishward	1986
	DILON	1st Floor, Dawood Centre	516001 (20 Lines)	Ebrahim A. Karim	1985
	HOUSE OF HABIB	Hirani Centre, 4 Fl., I.I. Chundrigar R	210531	Zia Shafi Khan	1985
	LYRA SHOES	81-82 Fareed Chambers, A. Haroon Road	511895/510686	Omer Yousuf	1987
	MALCOLM INDUSTRIES *	H-1, State Life 4, Shahrah-e-Liaquat	2419244/2419429	Shahed Aziz	1990
	MAYNAR HOUSING	170-A Block 3, Sir Syed Road, PECHS	430191	Ramid Ahmed	1989
	MEHRAN DAIRY FARMS	16-C, 2 Zamzama Conn. Lane, Clifton	534376	S. A. Yaqoob	1989
	MIRPURKHAS SUGAR MILLS	Modern Motor House Beaumont Road	515921	Mohammed Farooq	1987
	MURSHID HOSPITAL	Hub River Road, Mujahidabad	226596-8	Mohammed Yusuf	1986
	MUSLIM INSURANCE	2 fl. Adanje Chambers Campbell Stree	210981-5/219532	Shauket C. Subjally	1986
	NATIONAL PRINTING	F/42, Hub River Rd., P.O.Box 3221 SITE	292221/292210	Abdarusul J. Khoja	1990
	PAKISTAN DAIRIES	3rd fl. KDLB Bldg. 58 West Wharf Road	201601/201564	Ahmed Ebrahim	1988
PAKLAND CEMENT	14-A, Trade Centre Block 7/B, KECHS	430153 (4 Lines)	Wasirudhin Mistry	1988	
SASI INDUSTRIES	Sasi Towers, Zaibunisa Street, Saddar	529719-22/514774	Firoz S. Shroff	1986	
LAHORE (10)	ASIA INDUSTRIES	14, Lawrence Road	304919/63731	Iqbal Ahmed	1988
	FATIMA MEMORIAL HOSPITAL	Lahore	270681/270683	Begum S. Waheed	1986
	GITTEFAD FOUNDRIES	32 Express Road	800091-95	Mohammed Amin / Mian Ilyas	1988
	LUMS	103-C-2, Gulberg III	874045/870755	Dr. Zafar Iqbal Gureshi	1988
	MALIK AUTOS	80, Sadami Bagh	200926/200075	Shezad Malik	1990
	MILKPAK	40-A, Gulberg V	872619/871592	S. Yawar Ali / Mujeeb Rashid	1986
	MULLAT TRACTORS	P.O.Box 1147 Sheikhpura Rd. Shahdara	710916/711021	Liaq Ansari	1990
	PRAGATI	Gardee Investment Bldg. Thornton Rd.	67493	Zulfikar Hanif	1988
	URVI RESINS	12 Baradari Road, Shahdara	710324/710524	Abdul J. Janil / Mudasser Iqbal	1987
ZAHOR TEXTILES	11, Main Gulberg Road	872294/873965	U.K. Bhaty	1989	

Faisalabad	CAPTAIN PG	Sargodha Road	50614 / 50615	Farrokh K. Captain	1988
(4)	CRESCENT JUTE *	HEL Building, 7th Floor Circular Road	24040 / 24039	Anjum Saleem	1987
	SESTAR CHEMICAL	32 KM, faisalabad-Sheikhupura Rd.	(0411) 50419/404	Mohd. Idrees / A. Sattar	1988
	SITARA TEXTILE	P.O. Box 223 Sargodha Road	50667 / 50668	Raji Bashir / Zia Alvi	1989
Jhang	SHARIRGANJ MILLS LIMITED	Toba Road, Jhang	2030/2031	Muhammad Awais Qureshi	1990
(7)					
Renala Khurd	MITCHELLS FRUIT FARMS	Renala Khurd, District Okara	301038/812669	Syed Mohammad Mohsen	1988
(7)					
*(These clients were not in the original sample)					
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## **Appendix 6 List Of Respondents By Industrial Sub-Sector**

T.E.S.C.

LIST OF RESPONDENTS BY INDUSTRIAL SUB-SECTOR

SECTOR	CLIENT NAME	RESP.
Food/Agriculture (7)	AB FOODS MEHRAN DAIRY FARMS MILKPAK MIRPURKHAS SUGAR MILLS MITCHELLS FRUIT FARMS PAKISTAN DAIRIES SHAKARGANJ MILLS LIMITED	87
Construction (4)	ADAMJEE CONSTRUCTION MAYMAR HOUSING PAKLAND CEMENT SASI INDUSTRIES	67
Apparel/Textile/ Leather (6)	CRESCENT JUTE DILON LYRA SHOES PAKWEST SITARA TEXTILE ZAHOR TEXTILES	120
Health/Edu. (3)	FATIMA MEMORIAL HOSPITAL. LUMS MURCHID HOSPITAL	100
Chemical (4)	CAPTAIN PQ MALCOLM INDUSTRIES PAVI RESINS SITARA CHEMICALS	80
Engineering (5)	ALLWIN ENGINEERING ASIA INDUSTRIES ITTEFAQ FOUNDRIES MALIK AUTOS MILLAT TRACTORS	100
Finance (2)	HOUSE OF HABIB MUEJIB INSURANCE	100
Printing (1)	NATIONAL PRINTING	100

## **Appendix 7 List Of Small Businesses In The Sample**

**IESC**  
**====**

**LIST OF SMALL CLIENTS IN THE SAMPLE**  
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**ADIA INDUSTRIES**  
**FATIMA MEMORIAL**  
**LYRA SHOES**  
**MALCOLM INDUSTRIES**  
**MURSHID HOSPITAL**  
**PAKWEST**