Good Practices From Winners of Dubai Quality Award, Dubai Human Development Award & Dubai Service Excellence Scheme 2011 & 2012
This document summarizes the efforts and hard work of winning organizations of the Dubai Quality Award, Dubai Human Development Award and Dubai Service Excellence Scheme 2012 and 2011. Before closing this cycle, winners are required to share their good practices with the wider community.

During the course of last year and after consultation with a number of senior assessors, the following qualities were suggested for the evaluation of merits of a good practice:

- Clear rationale on the approach
- High level of objectivity and clear impact on results
- Favorable degree of benefits obtained in relation to the efforts spent
- Effective reviews applied
- Ability to adapt by other organizations
- High degree of originality, innovation and creativity applied.

The company profiles and good practices presented in this document reflect the views of respective organizations and not those of the Business Excellence Department. Therefore, while we are delighted with the degree of participation, we cannot accept responsibility for the content.

We believe that what has been presented in this document amounts to a valuable benchmark for good practices in UAE.

As we observe the success and development of many such participating organizations, we wish to encourage many other organizations to follow in the footsteps of those that featured in this document. Thus, taking advantage from the many benefits offered by this process. We would also like to invite prospective applicants to read what winners had to say about the benefits of participating in the various awards and their advice to future applicants.

Success is always the result of hard work and determination to do better. Therefore, our advice to prospective applicants is to register now and never wait for perfect conditions to prevail.

We wish your organization every success.

Business Excellence Department,
September 2013
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Dubai Quality Award
2012 & 2011
Company Profile:

Vision [2010 – 2018]
To be the best in class for the banking industry in the UAE

Mission [2013 – 2015]
Through innovation, staff well-being and outstanding customer service, we will grow shareholder value and maintain our financial stability

Shared Core Values
Customer Focus
Integrity & Transparency
Team Spirit
Nurturing Staff
Continuous Improvements
Responsible Community Membership
Best Practices

Union National Bank (UNB) is a public joint stock company incorporated under the laws of the United Arab Emirates in 1982. UNB is the only bank in the UAE with significant shareholdings by the Governments of both Abu Dhabi (50%) and Dubai (10%). The remaining 40% of the shares are publicly held. The shares of UNB are listed on Abu Dhabi Securities Exchange.

UNB has three subsidiaries in UAE. Union Brokerage Company (UBC) provides brokerage services for clients at the Abu Dhabi Securities Exchange, Dubai Financial Market as well as NASDAQ Dubai. Al Wifaq Finance Company (AWFC) offers Shari’a compliant products and services to the growing Islamic banking market. Al Injaz Marketing Management, provides sales and marketing support to the business groups through its dedicated team of sales representatives in UAE.

To its varied customer base, as well as potential clients, UNB offers a wide range of Retail, Corporate, SME, Investment and Private Banking products and services.

Over the years, UNB has evolved into a Group entity and spread its footprint in other countries. UNB operates through a wide network of branches and ATMs throughout the UAE. UNB has extended its reach to Egypt through a successful acquisition of the erstwhile ACMB and currently operates in the country as UNB Egypt through a number of banking centres. It has ventured into Doha with a branch at the Qatar Financial Centre and has also opened a representative office in Shanghai China, being the first bank from the region to do so.

There has been a greater awareness and focus on CSR initiatives as well those impacting the environment and community.

In its quest for excellence, UNB has adopted the Total Quality Management concepts and systems and business excellence framework. In the process it has received several accolades from prestigious institutions. The Sheikh Khalifa Excellence Award (SKEA) received in 2002 was followed by SKEA Gold in 2005, 2009 and the Diamond in 2012, thereby becoming the 1st Bank to receive the Diamond award. UNB is also a winner of the prestigious Dubai Quality Award in 2006, 2009 and the DQA Gold award in 2012. UNB also has won the MRM Business Award in 2009 and 2012.


Benefits of applying for the Business Excellence Awards

• Opportunity to share good practices.
• Contributes to Organisational learning and teamwork.
• Self assessment leads to identification of areas of strengths and opportunities for improvement.
• Objective assessment of the organisation’s systems processes by independent third party assessors who are senior industry professionals/experts.
Advice to Future Applicants

- Build commitment from all stakeholders especially the senior management as they drive such initiatives.
- Keeping the larger picture in mind, keep a long term perspective, rather than looking for short term gains.
- Make a plan and start working on the submission document well in advance (about a year and a half prior to submission), identify relevant members of a cross functional teams for various criteria.
- Undertake periodic reviews for taking stock under the direction of a steering committee comprising of senior management and project sponsor.
- Follow the Business Excellence model in both letter and spirit and there should be involvement and commitment across all functions.
- Celebrate success and quick wins by involving all concerned.

Best Practice: Implementing Integrated Management System to drive Business Excellence

UNB’s senior leaders are passionate about quality and its importance in business performance. They promote a culture of excellence to ensure continual performance improvement and provide superior services to its customers. To continue being amongst the best performing banks, UNB has created a customer focused, employee focused and pro-community motto that is the true essence of the way we conduct our business: “The bank that cares”. We are a bank that cares about our customers, employees, society, environment and our shareholders A dedicated Total Quality & Business Excellence (TQ & BE) Department has been mandated to drive Business Excellence and Quality Improvement initiatives across the bank and its subsidiaries within UAE.

Background/History

UNB has been certified to the ISO 9001- Quality Management Systems (QMS) since 2002. In 2009 QMS was upgraded to the requirements of ISO 9001:2008. During the up-gradation process, an idea was floated at a brainstorming session of TQ&BE Department to raise the bar and aim for higher level of excellence. After deliberations, it was proposed to enhance the scope of existing QMS to include other relevant standards under an Integrated Management System. Considering the existing resources, infrastructureand work practices, it was decided to go for certification of ISO 14001:2004 (EMS) and OHSAS 18001:2007 as all 3 standards have common clauses related to management – Policy, Document control, Record control, Internal audit, Management review, Corrective and Preventive action. Being already certified to ISO 9001:2008 standard, these processes were well established across all functions at UNB, thereby facilitating a natural and smooth extension to incorporate the EMS & OHSAS requirements.

Why Integrated Management System (IMS):

By implementing IMS, the bank stood to benefit from the following.

- Be the first bank in the region to achieve certification for all the three standards,(QMS,EMS & OHSAS)
- In line with our Tag Line ‘The Bank that Cares’, IMS was considered as another step taken to provide safe working environment to the employees, visitors and customers and contribute towards environmental conservation.
- Move from regulation and compliance driven organisation to stewardship processes and voluntary protection practices.
- Enhanced customer trust.
- Improved morale of employees through involvement thereby leading to employee engagement.

Approach

- The approach adopted was to utilise only in-house resources and not to employ any external consultants. This turned out to be a wise step as there was huge learning for the people involved.
- A time bound project plan with well-defined key milestones was presented to the senior management for approval.
- Upon receiving the go-ahead from the senior management, a cross functional team was formed across the Bank to review entire gamut of issues emanated from all areas from an environment and Health & Safety perspectives.
- The cross functional team consisted of 23staff. They were all trained and certified as Internal IMS Auditors through a two-day formal training imparted by a well-known certification body.
- TQ & BE reviewed the three standards- ISO 9001, ISO 14001 & OHSAS 18001 and the common & specific requirements were identified. UNB’s, QMS certification agency M/S Lloyd’s Register Quality Assurance Ltd (LRQA), was approached to partner with UNB for the IMS certification.
- The entire process involved gap analysis and a 2 stage certification audit by LRQA, which was accomplished in a record time of nine months.

Deployment

- Aspects & Hazards Register: One of the first tasks for the cross function team was the compilation of the Bank’s ‘Aspects & Hazards Registers’ listing the various environmental ‘aspects’ and health & safety ‘hazards’ together with their controls. These registers were compiled for each area – branches, Head Office and other locations. They were communicated through multiple channels including personal visits, e-mails and intranet (Public Folders). The controls included short and long term measures to reduce the Risk rating. The long term and futuristic measures have been incorporated as Departmental objectives.

For further details, please write to us
Tarique.Anjum@unb.ae
• While compiling the ‘Aspects & Hazards’ Registers, a parallel exercise to document procedures relating to the Integrated Management System was undertaken and these were formalised upon approval from Risk and Audit divisions. The Quality Manual and the 6 mandatory procedures of QMS were amended to align with the new standards.

• In addition the specific procedures – Procedures on Legal Requirements, Waste Management etc. were created and communicated to all staff.

• The EMS / OHSAS guidelines of Dubai Municipality, Code of Practices of Abu Dhabi Emirate Environment Health & Safety Management System, Jebel Ali Free Zone regulations and the Federal laws were reviewed and an ‘In-house Legal Compliance checklist was developed’. This checklist is used to review the compliance of environmental and health & safety regulations at all locations, at least once a year.

• IMSObjectives were designed to achieve and maintain certification and to measure and monitor our operations impacting environment and employee safety. These objectives are now a part of TQ & BE and Administration Dept.objectives and are to be rolled out across the bank.

• Considering that number of our clients are from construction, Oil & Gas sectors, IMS implementation was also extended to the Corporate clients wherein a checklist was used to gather information on the environmental & work safety practices at the sites and details on Loss Time Injury, compliance to environmental & regulatory issues etc.

• Portability Appliance Testing (PAT) has been conducted for all the electrical equipment being used in the premises, including the refrigerators, heaters, etc. in the Pantries. The faulty equipment’s were identified and replaced so as to prevent unsafe work conditions. This test is repeated every year at all the locations.

• During the assessment it was observed that due to sedentary work style and prolonged sitting at workstations and extensive use of computers, the main risks that may arise are musculoskeletal disorders such as back pain or upper limb disorders (sometimes known as repetitive strain injury or RSI), visual fatigue, and mental stress. Hence review of the staff chairs was conducted and concluded that not all chairs were ergonomic. A detailed plan was prepared in coordination with Administration Dept., for the phase wise replacement of all non-ergonomic chairs at all locations.

• Display Screen Equipment (DSE) & Workstation assessment checklist has been developed to review and verify whether the existing work conditions are suitable to the staff and in line with the requirements of OHSAS 18001.

• Compliance to health & safety and environmental guidelines by 3rd party contractors / vendors/ workers while carrying out any activity on UNB premises has been included in the work contracts.

• A separate procedure has been developed to report any ‘Near Miss’ or ‘Incident’ at the premises for the staff / customers / visitors.

• The Bank has also recruited a Senior Health & Safety Officer in line with its commitment to support Administration and TQ & BE Departments in driving the IMS related initiatives across UNB Group.

• Regular Indoor air Quality monitoring at UNB & its subsidiaries is being carried out. Quality of air at all the locations was found to be meeting the required parameters and within the prescribed limits.

• In addition to the air quality, in-house measurement of light ‘Lux’ and ‘Noise’ is conducted on a regular basis by the Administration Dept.

(Indoor Air Quality monitoring Instrument)

Lux meter
Digital Sound/ Noise level meter

Assessment & Review

• Continuous evaluation of IMS at Head office, Division/ Departments is done through Internal & External Audits every 6 months.

• All retail branches are subjected to Internal IMS audit at least once a year.

• Hazards & Aspects Registers are reviewed quarterly. The latest revision of ‘Hazards & Aspects Register’ entailed the risks and controls associated with the hazards & aspects pertaining to usage of vehicles for official purposes.

• Performance reviews of IMS initiatives are conducted at biannual Management Reviews.

• Regular training program are conducted by TQ & BE Dept. bank wide to reinforce awareness on IMS and its related aspects. Reference materials; Ready Reckoners, etc. are made available to all staff by uploading these in All Public Folders.

• The IMS certification has been successfully maintained since 2010.

• UNB has been certified for ISO 10002 (Guidelines for complaints handling) standards in 2011, which has also been brought under the ambit of Integrated Management System.
• Spreading the concept of good practices across UNB Group, the IMS certification has been extended to UNB subsidiaries such as Al Wifaq Finance Company, Union Brokerage Company as well as Injaz Marketing Management in 2011 & 2012, thereby becoming the first entities in their respective domains to be certified to the three standards in the region by M/S LRQA.

Results Achieved

• UNB’s CEO & Senior Management applauded the efforts of the implementation team and commented that the IMS certification was achieved within a challenging time of nine months through complete involvement of internal resources without the help of external consultants.

• Mr. Basem Obaid LRQA Manager-Middle East and Africa, commented “We have been associated with Union National Bank since 2001 with the ISO 9001 certification. It is heartening to note that UNB has consistently expanded its horizons of business excellence and it is a pleasure to present the EMS and OHSAS certificates to UNB which covers the extremely important areas of environment and health & safety where UNB has become the first Commercial Bank in the world to be certified by LRQA.”

• The Environmental Management Systems signify the importance of preservation of natural resources through recycling and conservation, effective waste management (including e-wastes), promoting green initiatives such as paper saving, efficient water and energy management and process automation. This has also led to an increased awareness on 3Rs of Waste management - Reduce, Reuse and Recycle.

• Several initiatives and infrastructure changes introduced to support UNB’s commitment (outlined in the IMS Policy) for Quality, Health, Safety and Environment.

• Reduction in paper consumption (Printing on recycled paper, Encouraging double sided printing, e-reports, “do not print unless required” philosophy) enforced as major initiatives in the Bank’s efforts to reduce its carbon foot print.

• Inspite of business expansion and increase in the number of branches, energy and water consumption have been steady. Reduction in energy consumption due to (AC Controls, energy saving lights, individual switches, motion-sensors, electronic chokes, LED signage etc.)

• Reduction in water consumption (Water saving devices such as aerated nozzles, sensor based / lever based taps, half / full flush in WCs)

• Waste Management Policy and agreement with external agencies/vendors for environment friendly disposal of (a) Paper, Plastics, Tin, Glass (b) E-waste such as Toners/Cartridges, computer hardware, copiers, fax machines

<table>
<thead>
<tr>
<th>Materials used by weight or volume</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper consumption (Kg)</td>
<td>137,241</td>
<td>139,600</td>
<td>147,933</td>
</tr>
<tr>
<td>% of recycled paper purchased</td>
<td>40</td>
<td>56</td>
<td>76</td>
</tr>
<tr>
<td>Printer Toner cartridges (Kg)</td>
<td>4,366</td>
<td>4,281</td>
<td>6,094</td>
</tr>
<tr>
<td>Plastic bank cards (Kg)</td>
<td>436</td>
<td>590</td>
<td>588</td>
</tr>
</tbody>
</table>

• Environment friendly cleaning agents are being used at all locations.

• Occupational Health & Safety Management Systems has led to a safe working environment for all interested parties (staff, customers, suppliers, vendors) by minimizing incidents and injuries across locations.

• Trained first aiders and fire wardens help to ensure workplace safety through standardized responses to emergency situations.

<table>
<thead>
<tr>
<th>Energy Consumption</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity (kWh)</td>
<td>206,687,58</td>
<td>231,615,32</td>
<td>213,877,52</td>
</tr>
</tbody>
</table>

- Evacuation time during emergency situations is on a steady decline due to continued training and awareness on emergency situations.

- Initiatives such as ergonomic furniture, proper work postures and provision of less radiation emitting LCD screens promote a healthy work environment. Objectives to support UNB Group’s IMS journey relating to (a) reduction in paper consumption (b) reduction in water and electricity consumption (c) provision of safe working environment are continually monitored for improvements.

Number of Staff trained in First Aid

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>120</td>
<td>25</td>
<td>73</td>
<td></td>
</tr>
</tbody>
</table>

Evacuation time in Mins

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>15</td>
<td>14.3</td>
<td></td>
</tr>
<tr>
<td>#</td>
<td>IMS Objective</td>
<td>2011</td>
<td>2012</td>
</tr>
<tr>
<td>----</td>
<td>--------------------------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>1</td>
<td>Use of Recyclable Paper (Reams)</td>
<td>40043</td>
<td>43424</td>
</tr>
<tr>
<td>2</td>
<td>Quantity of paper sent for recycling (M Tons)</td>
<td>40.65</td>
<td>64.99</td>
</tr>
<tr>
<td>3</td>
<td>No. of staff trained on fire safety</td>
<td>495</td>
<td>480</td>
</tr>
<tr>
<td>4</td>
<td>No. of fire wardens trained</td>
<td>137</td>
<td>178</td>
</tr>
<tr>
<td>5</td>
<td>Ergonomic chairs purchased &amp; replaced</td>
<td>18</td>
<td>211</td>
</tr>
<tr>
<td>6</td>
<td>LCD monitors replacing CRT monitors</td>
<td>346</td>
<td>285</td>
</tr>
</tbody>
</table>

- Almost 3 years of IMS implementation at UNB, there has been a remarkable change in the understanding / awareness of IMS among the bank staff and 3rd party contractor personnel. Active participation in IMS related trainings, mock drills, internal / external audits has been observed.

- A new printer replacement policy has been approved by the Technology Committee which seeks to gradually move away from individual to centralized printers. This will improve control, efficiency, security and reduce costs. In addition, control over printing will also ensure support to UNB’s CSR and IMS objectives to reduce consumption of paper and printer consumables.

- In 2011 as part of its CSR strategy UNB has embarked on an ambitious Sustainability drive within the organization. The inaugural UNB Sustainability Report was rated ‘A+’ by the Global Reporting Initiative (GRI), thereby making it one of the first Banks in the region to achieve this distinction.

**Conclusion**

- IMS certification demonstrates UNB’s commitment to the environment and health & safety of its people, and would go a long way towards achieving its stated goals of being the employer of choice as well as a responsible corporate citizen.

- UNB is committed towards excellence, innovation and constantly aims at providing customers with outstanding financial services. At UNB we have set the highest standards of quality and competence. A pronounced adherence to service leadership has always been hallmarks of UNB and these factors will continue to be strong differentiators in the years ahead as we continue to be at the top of the finance sector in the UAE.

- At UNB we do not get complacent and rest on laurels. In the true spirit of continual improvement, we always strive for higher goals, which can be demonstrated by our unrelenting quest for excellence. In 2013 we achieved additional certifications as listed below.
  - Risk Management Division achieved ISO 31000 verification in April 2013
  - Information Technology Division achieved ISO 27001 certification in May 2013

- We continue our journey of excellence with many more certifications in the pipeline such as ISO 26000 (Social Responsibility) planned in last quarter of 2013.

- In the years ahead, UNB is aiming to scale new peaks of excellence and performance under the guidance of our Leaders.
Company profile
We are a full service hotel resort offering facilities for leisure and business travelers. We offer 389 rooms including a private beach, a temperature controlled pool, 9 restaurants and bars, spa and health club, kids club and pool as well as a ballroom and 4 meeting rooms.

The property is owned by Golden Sands Hotel L.L.C, part of the Arenc group. Strategy and management of the hotel are provided by HWW.

Hilton Vision Statement
Conrad Hilton will forever lead our inspiration to fill the earth with the light and warmth of hospitality.

His vision for Hilton Hotels was established in 1954 and is still our mantra to this day.

Hilton Mission Statement
We will be the pre-eminent global hospitality company - the first choice of guests, team members and owners.

Hilton Brand Promise
Our Brand Promise is our commitment to our guests: To ensure every guest feels cared for, valued and respected.

Brand Pillars
1. A Room for Me:
A clean smart room for me.
2. Nourish Me:
Nourish me in new and exciting ways.
3. Meet my Needs:
Meets my needs especially if I have a problem
4. Respect and Value Me:
Respect and value me and my loyalty.
5. Show Me You Care:
Show me you care.

Benefits of applying for the Business Excellence Awards:
• Compare and improve internal processes and systems against a time tested reference model -- EFQM
• Opportunity to benchmark the Industry best in class
• Quality assessment and feedback from the best in the Industry.
• Continuous improvement through the RADAR approach.

Advice to Future Applicants:
• “Simplify to Amplify”, thus ensuring true commitment from all levels in your organization
• Establish business excellence as part of the organization’s DNA
• Independent self-assessment, with key areas of improvement

Hilton Values
H-Hospitality : We are passionate about delivering an exceptional guest experience.
I-Integrity : We do the right thing, all the time
L-Leadership : We are leaders in our industry and in our communities
T-Teamwork : We are team players in everything we do
O-Ownership : We are the owners of our actions and decisions
N-Now : We operate with a sense of urgency and discipline

Best Practice - Make It Right Desired Outcomes
SALT : Overall Service - 80%
Problem Resolution: Meet + Exceed Expectations - 42%
Brand Scorecard Index : Rank No. 1
Make It Right Approach Adopted

The greater an employee is engaged, the greater the performance of those employees.
(Research: Global Talent Consulting Agency)

Empowerment Guidelines

Empowerment Guidelines should be developed for each Department in the hotel to provide Team Members with guidance for successfully resolving Guest problems and exceeding their expectations. Team Members should be encouraged to be thoughtful and creative in determining how to best handle each situation and to personalize their response for each Guest. The Empowerment Guidelines will offer them suggestions as they gain experience and build confidence in problem resolution. These Empowerment Guidelines should be revised to ensure relevancy and reviewed with each Team Member annually.

“MAKE IT RIGHT” is all about……

We empower team members to pro-actively look for ways to:

• Meet unanticipated guest needs
• Take ownership of resolving/preventing guest problems
• Consistently recognize our most loyal guests
Steps

1

Identify the to 3-5 problems that Guests or other Team Members may encounter in or communicate to your Department. You can identify more if you wish. These may include problems that your department assists in resolving although they don’t have direct contact with the Guest (i.e Culinary assists with F&B concerns, Laundry assists with Housekeeping concerns, etc.)

2

Identify possible solutions and alternatives for each problem.

3

Identify service recovery items that a Team Member may choose to use to communicate their concern and appreciation to the Guest

Example

<table>
<thead>
<tr>
<th>Problem / Concern</th>
<th>Possible Solutions / Alternatives</th>
<th>Possible Service Recovery Toolkit Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room not ready when Guest arrives.</td>
<td>• Call Housekeeping to expedite the assigned room/suite.</td>
<td>• Personalized amenity aligned with Guest preferences, such as favorite beverage, snack, etc.</td>
</tr>
<tr>
<td></td>
<td>• Assign a room that is ready.</td>
<td>• Coupon for Business center or internet so Guest can work while they wait.</td>
</tr>
<tr>
<td></td>
<td>• Store Guests luggage and obtain mobile number. Deliver luggage and contact Guest when room is available.</td>
<td>• Complimentary late check-out.</td>
</tr>
<tr>
<td></td>
<td>• Deliver key to Guest’s location if possible.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Offer shuttle transportation to local attraction</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Provide a courtesy room where they can change and refresh.</td>
<td></td>
</tr>
</tbody>
</table>

Make it Right – Management Pledge:

1 Satisfy our Guests
2 We trust your judgement
3 Document the Problem and the Resolution
4 We stand by your Decision
5 The only wrong thing you can do is to do noting at all

Assessment And Refinement

• Management pledge is re-circulated
• Empowerment toolkits are updated
• SALT – Overall Service Results on a regular basis
• Trend of Problem Resolution Score
Make it Right – Results Achieved

Results – Problem Resolution

Dubai Jumeirah, United Arab Emirates (HINT) - Response Date: April-June Quarter 2013
Guests Segment: All Guests - Guest Segment 2: All Guests Dubai Jumeirah, United Arab Emirates (HINT) - Response
## Make It Right - Results - Salt

### Overall Performance

#### Overall Performance - Key Metrics - Dubai Jumeirah, United Arab Emirates (HINT)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>June</th>
<th>Jul</th>
<th>Aug</th>
<th>Segment Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Loyalty (%9-10)</td>
<td>60.3</td>
<td>58.2</td>
<td>62.9</td>
<td>48.8</td>
<td>52.6</td>
<td>56.3</td>
<td>59.3</td>
<td>70.0</td>
<td>56.9</td>
</tr>
<tr>
<td>Overall combined (%9-10)</td>
<td>80.5</td>
<td>73.3</td>
<td>74.8</td>
<td>67.6</td>
<td>70.8</td>
<td>67.9</td>
<td>68.5</td>
<td>86.4</td>
<td>72.1</td>
</tr>
<tr>
<td>Overall Experience</td>
<td>78.1</td>
<td>71.6</td>
<td>75.7</td>
<td>64.4</td>
<td>64.9</td>
<td>67.6</td>
<td>68.5</td>
<td>72.7</td>
<td>70.1</td>
</tr>
<tr>
<td>Overall Service</td>
<td>85.9</td>
<td>83.8</td>
<td>84.3</td>
<td>77.9</td>
<td>77.2</td>
<td>73.2</td>
<td>77.8</td>
<td>90.9</td>
<td>80.2</td>
</tr>
<tr>
<td>Overall Accommodations</td>
<td>75.0</td>
<td>62.7</td>
<td>65.2</td>
<td>57.5</td>
<td>64.3</td>
<td>64.3</td>
<td>59.3</td>
<td>81.8</td>
<td>63.9</td>
</tr>
<tr>
<td>Quality of Communication</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Overall Pre-Arrival / Arrival</td>
<td>70.3</td>
<td>73.1</td>
<td>74.3</td>
<td>67.8</td>
<td>69.6</td>
<td>64.8</td>
<td>71.7</td>
<td>81.8</td>
<td>70.4</td>
</tr>
<tr>
<td>Overall Departure</td>
<td>76.6</td>
<td>86.6</td>
<td>81.4</td>
<td>77.0</td>
<td>77.2</td>
<td>74.1</td>
<td>74.1</td>
<td>60.9</td>
<td>78.0</td>
</tr>
<tr>
<td>Return to property</td>
<td>68.8</td>
<td>69.1</td>
<td>71.4</td>
<td>59.3</td>
<td>64.9</td>
<td>66.2</td>
<td>74.1</td>
<td>81.8</td>
<td>67.6</td>
</tr>
<tr>
<td>Return to brand</td>
<td>75.5</td>
<td>44.0</td>
<td>61.7</td>
<td>68.3</td>
<td>51.1</td>
<td>60.4</td>
<td>63.3</td>
<td>40.0</td>
<td>60.4</td>
</tr>
<tr>
<td>Recommend</td>
<td>74.6</td>
<td>73.5</td>
<td>78.6</td>
<td>67.8</td>
<td>70.2</td>
<td>73.2</td>
<td>72.2</td>
<td>80.0</td>
<td>72.9</td>
</tr>
<tr>
<td>Value for price paid</td>
<td>53.1</td>
<td>45.6</td>
<td>42.6</td>
<td>44.8</td>
<td>42.1</td>
<td>43.7</td>
<td>59.3</td>
<td>63.6</td>
<td>47.3</td>
</tr>
<tr>
<td>Invitation send (Online)</td>
<td>195</td>
<td>228</td>
<td>223</td>
<td>270</td>
<td>218</td>
<td>254</td>
<td>195</td>
<td>32</td>
<td>1.8K</td>
</tr>
<tr>
<td>Invitation Failed Delivery</td>
<td>58</td>
<td>59</td>
<td>65</td>
<td>87</td>
<td>83</td>
<td>59</td>
<td>48</td>
<td>12</td>
<td>447</td>
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<tr>
<td>Surveys Completed (Online)</td>
<td>64</td>
<td>88</td>
<td>70</td>
<td>87</td>
<td>58</td>
<td>71</td>
<td>54</td>
<td>11</td>
<td>483</td>
</tr>
<tr>
<td>Response Rate (Online)</td>
<td>32.8%</td>
<td>30.1%</td>
<td>31.4%</td>
<td>32.2%</td>
<td>28.9%</td>
<td>28.0%</td>
<td>27.7%</td>
<td>34.4%</td>
<td>30.0%</td>
</tr>
<tr>
<td>Total Surveys (paper and online) completed</td>
<td>64</td>
<td>88</td>
<td>70</td>
<td>87</td>
<td>58</td>
<td>71</td>
<td>54</td>
<td>11</td>
<td>483</td>
</tr>
</tbody>
</table>

### Make It Right - Results – Brand Scorecard

Brand Scorecard index: the average score of Brand Advocacy, Brand Promise, and Brand Pillars

<table>
<thead>
<tr>
<th>CTYHO CN</th>
<th>Property Name</th>
<th>Country / State</th>
<th>Brand Scorecard Index Rank</th>
<th>Brand Scorecard Index</th>
<th>Net Promoter Score</th>
<th>Brand Promise Score</th>
<th>A Room for Me</th>
<th>Nourish Me</th>
<th>Meet My Needs</th>
<th>Respect and Value Me</th>
<th>Show Me You Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMFHIHI</td>
<td>Hilton Marsa Alam Nubian Resort</td>
<td>Egypt</td>
<td>1</td>
<td>80.1</td>
<td>83.9</td>
<td>85.1</td>
<td>79.7</td>
<td>68.8</td>
<td>75.8</td>
<td>69.9</td>
<td>97.5</td>
</tr>
<tr>
<td>TBAHITW</td>
<td>Hilton Tabap Resort &amp; Nelson Village</td>
<td>Egypt</td>
<td>2</td>
<td>75.6</td>
<td>77.7</td>
<td>71.6</td>
<td>74.5</td>
<td>63.4</td>
<td>74.4</td>
<td>69.8</td>
<td>97.5</td>
</tr>
<tr>
<td>HRGHTW</td>
<td>Hilton Hurghada Plaza Hotel</td>
<td>Egypt</td>
<td>3</td>
<td>74.1</td>
<td>69.8</td>
<td>75.3</td>
<td>69.0</td>
<td>63.5</td>
<td>77.5</td>
<td>65.9</td>
<td>97.5</td>
</tr>
<tr>
<td>SSHSBHI</td>
<td>Hilton Sharks Bay Resort</td>
<td>Egypt</td>
<td>4</td>
<td>74.0</td>
<td>73.2</td>
<td>76.5</td>
<td>73.6</td>
<td>58.0</td>
<td>72.8</td>
<td>69.1</td>
<td>95.0</td>
</tr>
<tr>
<td>MEDIHI</td>
<td>Madinah Hilton Hotel</td>
<td>Saudi Arabia</td>
<td>5</td>
<td>72.8</td>
<td>69.6</td>
<td>73.1</td>
<td>68.1</td>
<td>69.6</td>
<td>67.0</td>
<td>67.1</td>
<td>95.0</td>
</tr>
<tr>
<td>SSSHDRHI</td>
<td>Hilton Sharm Dreams Resort</td>
<td>Egypt</td>
<td>6</td>
<td>72.5</td>
<td>69.2</td>
<td>75.2</td>
<td>73.0</td>
<td>60.2</td>
<td>71.9</td>
<td>70.3</td>
<td>87.5</td>
</tr>
<tr>
<td>DXBBRH</td>
<td>Hilton Dubai Jumeirah Residences</td>
<td>UAE</td>
<td>7</td>
<td>71.2</td>
<td>66.8</td>
<td>73.3</td>
<td>72.8</td>
<td>62.0</td>
<td>68.2</td>
<td>57.9</td>
<td>97.5</td>
</tr>
<tr>
<td>DXBJBH</td>
<td>Hilton Dubai Jumeirah Resort</td>
<td>UAE</td>
<td>8</td>
<td>70.2</td>
<td>63.5</td>
<td>73.0</td>
<td>67.4</td>
<td>64.7</td>
<td>68.8</td>
<td>58.8</td>
<td>95.0</td>
</tr>
<tr>
<td>DXBDCHI</td>
<td>Hilton Dubai Creek</td>
<td>UAE</td>
<td>9</td>
<td>69.0</td>
<td>64.7</td>
<td>71.2</td>
<td>76.1</td>
<td>54.9</td>
<td>63.7</td>
<td>60.2</td>
<td>92.5</td>
</tr>
<tr>
<td>CAIRHTW</td>
<td>Ramses Hilton</td>
<td>Egypt</td>
<td>10</td>
<td>68.0</td>
<td>54.7</td>
<td>70.3</td>
<td>64.1</td>
<td>66.1</td>
<td>60.9</td>
<td>60.9</td>
<td>95.0</td>
</tr>
</tbody>
</table>
History

Emirates Gas LLC (EMGAS) is the leading supplier of LPG and related gases in the UAE. It was established in 1974 to realise the vision of the late His Highness Sheikh Rashid Bin Saeed Al Maktoum, then Ruler of Dubai to make available the modern LPG fuel to the residents of Dubai and UAE. EMGAS was the first LPG bottling company in the region with operations established near the Al-Maktoumbridge across Dubai’s creek. Product LPG used to be imported in barges from Bahrain through the Dubai Creek. In 1981, the plant was shifted to Jebel Ali. The plant facilities have been upgraded continuously and today it is a state-of-the-art facility catering to the needs of Dubai. Subsequently EMGAS put up LPG storage & bottling facilities in Ajman, Fujairah and Umm AlQwain. In 1998 EMGAS became part of Emirates National Oil Company (ENOC) group of companies and continues to avail the guidance, support and services of ENOC since then, whilst maintaining its identity and reputation as one of the earliest companies of Dubai. With its commitment to quality, safety, customer and environment, EMGAS has maintained its market leadership over the years and continues to be one of the flagship companies of ENOC. EMGAS has been recognized with DQAP in 2010 cycle and DQA in 2012 cycle and with CSR Label by Dubai Chamber of Commerce in 2011, 2012 and 2013. EMGAS has also won the prestigious DAST (Dubai Award for Sustainable Transport) by RTA, Dubai, in 2011 and 2012.

Business Excellence

EMGAS started its journey to excellence in early 2006 by implementing integrated Management System (IMS) comprising ISO9001, ISO14001 and OHSAS 18001 standards. Since then EMGAS has taken several initiatives including adopting Business excellence framework (EFQM) to create a culture of excellence and measure its progress against the framework. All key measures of perception indicators and outcomes have been improving over the years clearly demonstrating effectiveness of strategy to create a culture of excellence delivering results to all stakeholders.

People

EMGAS attributes its continued success to its people. EMGAS strives to attract, develop and retain its employees and continually invests in building and enhancing their competencies. To encourage creativity and innovation of its employees from different nationalities, EMGAS has established various systems wherein employees are free to suggest ideas and contribute to improvement. To inspire, recognise and create a culture of meritocracy, 6 different employee ideas and contribute to improvement. To inspire, recognise and create a culture of meritocracy, 6 different employee

Excellence Journey Continues

Photo of EMGAS receiving DQA award

Profile
recognition programs have been established. EMGAS uses Gallup Q12 model survey to measure Employee Engagement. Employee Engagement Index (EEI) has increased 6% in the period 2006 to 2012 and remains in the top 25th quartile amongst the best in the world.

**Gallup Employee Engagement Survey Results**

<table>
<thead>
<tr>
<th>Year</th>
<th>Employee Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>4.06</td>
</tr>
<tr>
<td>2008</td>
<td>4.14</td>
</tr>
<tr>
<td>2009</td>
<td>4.29</td>
</tr>
<tr>
<td>2011</td>
<td>4.30</td>
</tr>
</tbody>
</table>

Employee Recognition Programs

To recognize employees for their performance and positive contribution, EMGAS has initiated several Employee Recognition programs such as:

1. CEO Excellence Award (ENOC), instituted by ENOC to recognize excellence in performance annually
2. Employee of the Quarter/Year for recognizing exemplary performance amongst employees in every quarter/year
3. Safe Driver Award for heavy vehicle drivers to encourage safe driving behavior and culture of operational excellence in every quarter

For each of the awards, a structured process and well-defined criteria exist.

Environment, Health and Safety

Safety is one of the core values of EMGAS. Considering the hazardous nature of LPG industry, EMGAS ensures the safety of its plants and the entire supply chain. EMGAS has developed a comprehensive EHS management system and related EHS indicators have been improving over the years. EMGAS also plays a proactive role in the community by forming partnerships with Government authorities such as Dubai Civil Defence, Dubai Municipality, and Dubai Police, to promote public safety. EMGAS has trained about 300 of their officers so far, on LPG related public safety including emergency response.

The number of truck incidents on road have been reduced by 75% between 2008 and 2012 due to various measures taken up in all areas of Transport Safety Management System including driver recruitment, training & deployment and driver health monitoring.

Dubai Award for Sustainable Transport by RTA

EMGAS has been recognized for its Transport Safety Performance by RTA Dubai by conferring the DAST award (1st Place) in Transport Safety category in 2011. EMGAS has invested a lot in enhancing the truck integrity by inducting state of the art trucks and online monitoring of the driver performance. EMGAS also reduced unproductive running of the trucks by investing in technology to monitor remotely the customer inventory to plan loads accordingly. The emission levels of EMGAS trucks are amongst the lowest feasible. For these efforts, RTA has recognized EMGAS with DAST award (1st Place) in Environment category in 2012.

**Emgas Receiving Dast Award**

Emgas Carbon Foot Print Reduction

EMGAS cares for environment and monitors work environment, incidents, smoke emissions from its fleet of trucks and carbon footprint. E.g. EMGAS carbon footprint measured in tCO2 equivalent reduced from 2902 in 2008 to 2411 in 2012.

**Emgas Carbon Foot Print Reduction**
EMGAS and Community Safety

EMGAS has been playing a proactive and unique role in local community in promoting public safety. EMGAS provides a comprehensive LPG road emergency response training involving LPG trucks and Emergency Rescue vehicle of EMGAS to the officers of Civil defense of UAE and Dubai Police. Mock emergency drill with LPG trucks is the highlight of the training in the interest of public safety on road. Between 2009 and 2012, 3 training workshops have been conducted, training a total of 213 officers. EMGAS also conducts training to officers of Dubai Municipality and DubaiCivil defense on LPG cylinder safety at public places. In 2012, EMGAS partnered with Dubai Municipality & Civil defense to conduct a door to door public safety campaign on LPG cylinder safety in 5000 homes in Dubai. The efficacy of this public safety campaign was measured by a third party survey agency and 38% of the respondents said that their safety awareness had improved by this campaign.

EMGAS Lean Projects

A cross functional team of employees has been trained in lean concepts and methodology. Since 2010, several lean projects have been undertaken to improve processes in Finance, Operations, Services, Sales etc. with significant tangible & intangible savings achieved in terms of cost, time and stakeholder satisfaction.

A sample of Lean Projects accomplished:

<table>
<thead>
<tr>
<th>Lean Project</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automation of Sales report</td>
<td>Reduce time taken to prepare sales reports and 100% accurate.</td>
</tr>
<tr>
<td>Application Desktop Integration (ADI for entering JV in Oracle Financials)</td>
<td>Automatically upload JV to oracle financials and eliminate checking. Entries processing time reduced by 96%.</td>
</tr>
<tr>
<td>LPG tanker Loading / Unloading Using Propane vapors</td>
<td>To operate tank truck loading / unloading without electric power. Operations can go during power outage.</td>
</tr>
<tr>
<td>Additional facility for filling Propane in the Crisplant scales.</td>
<td>Better asset utilization, 36% reduction in cycle time and manual handling.</td>
</tr>
</tbody>
</table>

CSR & Societal perception

EMGAS has a CSR policy and a CSR committee with a charter. EMGAS executes an annual CSR plan with a budget and measures societal perception in a planned manner using third party survey. Over the years, Society’s perception of EMGAS has improved on several aspects like Reputation, Image, and Care for environment etc.

Dubai Chamber of Commerce – CSR Label

EMGAS has been the recipient of DCCI’s CSR Label since its inception in 2010 -11 and helps to benchmark CSR performance with other companies and benefits from networking. EMGAS’ scores on all four award criteria – Workplace, Marketplace, Environment and Community – are on increasing trend.

Benefits from DQAP and DQA to Emirates Gas

EMGAS has gained the following by participating in DQA and periodically undergoing self-assessments and acting on the AFI s as part of our preparation for the DQA assessment:

- Dissemination of concepts of Plan – Do – Check – Act and EFQM fundamental principles to employees.
- Developing / documenting additional approaches on areas such as Strategy management of various business portfolios, Lean management, etc. helped clarify roles and responsibilities.
- Establishing additional metrics for measuring relevant business performances
- Enhanced understanding and appreciation of results arising out of enablers
- By establishing segmentation and trends of performance metrics, greater understanding and clarity on stakeholder needs.
- Greater focus on what constitutes “society” for EMGAS.
- Greater focus on continual improvement and benchmarking
- Building foundation of systems and Business Process Management

For further details, please write to us sravindran@enoc.com
Company Profile

This leading global remittance and foreign exchange brand has a rich history of over 32 years. Established in 1980 with a single branch in Abu Dhabi, UAE Exchange now has a presence in 30 countries across five continents with a network of close to 700 direct offices. UAE Exchange offers a wide range of services, which makes life easy for millions of customers daily. Every day, more than 8,000 employees representing over 40 nationalities, across the globe, strive to deliver to more than 200,000 customers that, which differentiates us from others – customer delight! UAE Exchange serves a wide range of communities, worldwide. The incessant efforts to deliver the best to customers, have earned UAE Exchange, the acclaim of ‘World’s Trusted Money Transferer. UAE Exchange offers a wide range of services, which includes Remittance, Foreign Exchange, Prepaid Cards, Payroll Management, Loans, Bill Payment, Wealth Management, Travel & Tours and more. Various pro-active processes like SMS intimation, dynamic customer enquiry system, multiple touch points, self-operated kiosks, customer suggestions programme, in-house reliable technological initiatives and the trained multi-cultural service staff members, make customers’ every visit, to any of the widely-networked branches of UAE Exchange, a memorable experience.

UAE Exchange relentlessly strives to reach out to more customers and deliver more value and be a trusted neighbourhood brand. 2012 saw the brand entering in to Germany and Zambia, increasing its presence to over 30 countries now. Currently FLASHremit can be availed by customers sending money to Bangladesh, India, Indonesia, Nepal, Pakistan, Philippines and Sri Lanka. Meanwhile customers from the UAE can make use of the multi-currency prepaid travel card, GOCash, for all their financial needs while travelling. MyBranch is a new virtual counter introduced by UAE Exchange that empowers customers to transact independently without having to wait in queues at the manned counters.

Known for its rapid growth in the online sphere, UAE Exchange experienced a breakthrough in 2012, when the brand reached the 150,000 milestone in terms of number of followers on Facebook.

Customer has always been the nucleus of every activity that UAE Exchange has indulged in and it is this fervour, which has brought the organisation many awards and accolades including the Banker Middle East Product Award, Dubai Quality Award, Sheikh Khalifa Excellence Award, Sheikh Mohammed Bin Rashid Al Maktoum Business Award, Dubai Human Development Appreciation Programme, Best Partner by Emirates National Development Programme, UAE Emiratisation Award, Deutsche Bank STP Excellence Award, Customer Service Week Star Award, ISO 9001, 14001 and 27001 certifications, voted as a Superbrand, and Bizz Award for being the most inspirational organisation. Recently, UAE Exchange was also accredited with TISSE-2012 (The International Standard for Service Excellence) certification. These awards and recognitions speak of the brand’s commitment to enhance every process, thus delivering service excellence.

Benefits of applying for the Business Excellence Awards

Learning and improvement areas identified during the Award preparation process:

1. External Evaluation by the assessors which serves as a holistic assessment of the organization
2. Areas for improvement identified in the feedback report provided after the assessment served as a good tool for initiating improvement in various areas.
3. Enhancing the UAE Exchange Brand in the regional business community

Advice to Future Applicants:

1. A self assessment and gap analysis against the model will help to identify Areas for improvement. This assessment must be done on a regular basis to continuously improve the processes.
2. The core team for the documentation must ideally be a cross functional team
3. Thorough understanding of the model
4. Ensure organization wide Awareness about the excellence model.

Best Practice:
RACE – Linking employee engagement to business results

(A) Introduction
UAE Exchange believes that highly engaged employees create better business outputs, more loyal customers and better financial performance. UAE Exchange sees employee engagement as a central lever to drive results in unprecedented market conditions. At the time of the economic downturn, the management and the employees together deliberated at different forums to revive, regain and move towards its vision. In order to retain the enthusiasm and energy of the employees, help them to better face the challenges ahead, an employee engagement programme was launched.

RACE (Reflex Amplified for Continuous Engagement) was first of its kind in the history of UAE Exchange that witnessed the entire employees assemble in a single floor. This engagement encouraged employees and their respective team to exhibit the best of their ability and lead the company to be an enterprise of the future. The bold tagline ‘Challenge Your Limits’ supported this practice.

The programme aims to serve the organisation with the following:
- Motivate employees to improve individual performance and career progression
- Challenge employee limits on business performance

and help them to overcome them
- Improved team skills and healthy workplace through the team events
- Raise customer satisfaction levels with engaged employees going the extra mile to serve the customers

The engagement programme is classified into four categories based on business parameters, micro-level business initiatives, sports capabilities and cultural talents. The four categories of events were Marathon, Hurdles, Sprint and Relay served to be result oriented.

1) Marathon: This business category caters to the core business performance. The event runs on a daily basis and results are announced every month. This category deals with the performance of each team against their business projections.

2) Hurdles: Micro-level business initiatives that supplement the core business constitute the substance of Hurdles. This category is designed to help the team to take a leap to jump over the barrier and win over the competitor. Hurdles run on a weekly or bi-monthly basis as per business need.

3) Sprint: Here the teams can bring out their sports capabilities. The items under Sprint are conducted once in every month. Later on, the winning teams will line up for a mega final.

4) Relay: This platform supports employees to showcase their cultural talents. The items under Relay are conducted on a monthly basis at a prefixed venue.

RACE is now in its fifth year and continues to gain momentum. During the first year following implementation of the Employee Engagement strategy, the organization’s profitability reached a new height. The consequent years, despite continuing global market volatility, the business results were holding up extremely well. This time tested model that led to an enhanced endurance series.

Race Model
This matured and reliable model enables the organization to conduct validation studies to establish the relationship of employee engagement to productivity/performance and other measures linked to effectiveness.

(B) Desired Outcomes
The results expected out of this initiative included:

1. Improved Business Performance: To develop significant link between employee engagement and profitability
2. Low employee turnover: To increase employees trust
3) Increased customer satisfaction: Engaged employees go extra mile to meet customers’ needs.
4) Improved team skills: To build positive correlation between employer and employees and providing high-energy working environment.
5) Increase Well-being: To promote and enhance well-being within work by making all employees both intellectually and physically fit.
6) Improved team skills: RACE events required the employees to work as a team thus resulting in their improved team skills.

(C) Approach and Deployment

The idea of an employee engagement program was conceptualized in the year 2009. Initially this program was named REFLEX which then evolved into RACE series. As it is a yearlong program and the project is measured and rewarded every month, the program took various employee engagement approaches. The extensive and systematic approach deployments are detailed below:

1) Effective Communication

A dedicated portal for RACE was created on companywide intranet and made accessible to all the employees. The RACE portal includes:
- Teams details, Events, Rules & Regulations and Prizes details

2) Team Collaboration

Several committees and groups were formed to ensure smooth managing of the program throughout. The following groups managed the entire workflow and process diversities of the programme.
Core Committee: The Committee is responsible to lead the program throughout the year. The committee decides the Rules & Regulations of the events and the dates of the events.
Coordination Team: The team is responsible for conducting and coordinating for all the RACE events. This team controls the distribution of information on the RACE portal about upcoming events, Rules & Regulations for each event, latest update & news about the events, gallery.
MIS Team: MIS Team is responsible for measuring and compiling the scores and ranking of each team in the RACE events on a daily basis. The team also manages the detailed scorecards for each team on the portal.

3) Culture Building

The activities and its team members have opportunities to utilize creativity and innovation at each instance. The leverage the members carry over the events are:
- Inclusion of sports capabilities: The program not only focuses on the business parameters but also encourage the employees to bring out their sports capabilities. This gave an opportunity to employees to refresh and energize in whole.
- Inclusion of cultural aspect: As an organization of more than 40 nationalities, to bring in more togetherness and oneness, the cultural talents are also encouraged through this program.

4) Leadership support

To celebrate this employee engagement journey, the RACE program was inaugurated by the MD & CEO, COO-Global Operations in presence of top management and the entire employees at a mega event. In every event of RACE the top management make themselves available to address and motivate the audience. The dignitaries also give away the prizes to the winners of RACE.
While there are no hierarchy levels at the events each employee takes liberty to battle for their team and all employees are treated equally.

5) Team work and empowerment

The entire UAE employees are segmented to form equal teams. The teams are set as per the existing business segmentation - Area. Each team headed by its Area Manager strives to exhibit their creativity and innovative.

<table>
<thead>
<tr>
<th>Area</th>
<th>Team Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abu Dhabi Area I</td>
<td>Raiders</td>
</tr>
<tr>
<td>Abu Dhabi Area II</td>
<td>Royals</td>
</tr>
<tr>
<td>Abu Dhabi Area III</td>
<td>Royals</td>
</tr>
<tr>
<td>Dubai Area I</td>
<td>Warriors</td>
</tr>
<tr>
<td>Dubai Area II</td>
<td>Spratans</td>
</tr>
<tr>
<td>Dubai Area III</td>
<td>Stallions</td>
</tr>
<tr>
<td>Sharjah Area I</td>
<td>Gladiators</td>
</tr>
<tr>
<td>Sharjah Area II</td>
<td>Titans</td>
</tr>
</tbody>
</table>
Employees empowered to lead as Team Captains for each business and cultural parameter. These captains guide team performance with regular interactions and idea exchange to compete.

6) Rewards and Recognition

To support the organisation in the pursuit of strategic and operational goals several recognitions and rewards are distributed. The awarding system comprises both monetary and non-monetary aspects for monthly winners and a yearly winner.

The team scoring the overall highest aggregate score in the event is declared as the winning team at the end of each month. The team is awarded during the monthly event. Apart from this there is a Mega Event held at the end of the year where the Mega Winning Team is awarded.

**Monthly Winner:**

The team scoring the overall highest aggregate score in the event is declared as the Winning Team at the end of each month.

- The entire members of the winning team get monetary reward
- Each member is awarded certificates and medals from the management

**Mega Winner:**

The area scoring the overall highest aggregate score in all the events will be declared as the Mega Winning Team.

- A Gold Coin is rewarded to the entire members in the area
- All the winning team members are awarded with a Gold Medal
- An exclusive dinner is hosted for the team with the MD & CEO and the top management
- Many surprise gifts are announced at the gala dinner
- Surprise prizes for every Hurdle event

(D) Assessment and Review:

While at its fifth year of progress, the programme is assisted by a full fledged MIS Team that reports on the performance to the entire workforce through the dedicated portal. The parameters, its functionalities and ratings are predefined with the consent of all team captains and the management to ensure that the business goals are achieved. The team performances are assessed on a balance scorecard which gives insight to both the participants and the business heads.

The core committee reviews the performance of each of the parameters and its performance on daily, monthly and yearly basis as the case maybe. This has helped to promptly work on identified areas of improvement on need basis.

Few of the areas identified and improved are:

1) Mandatory participation of all employees in any of the events in Marathon, Hurdle, Relay and Sprint irrespective of age, gender, nationality or job role
2) Inclusion of micro focused business parameters that add revenue to the main stream of operations
3) Re-brand the programme as “Roads to Reach” lasting over 4 years with shift of focus year-on-year
4) Continuous employee feedback and suggestions are collected
5) Instant reward at the events for mass games to engage all attendees
6) Employee voting on the successful business initiatives to arrive at winning teams replacing the traditional ranking system

(E) Results Achieved:

1) Improved Business Performance

Initiatives like Teamwork and cultural building in RACE helped in enhancing the business performance and staff productivity in a better manner as given in the below figure.

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![Business Performance Score](chart.png)

---

![Staff Productivity per Day](chart.png)

---

![Customer Satisfaction Score](chart.png)

---

2) Increased customer satisfaction

Satisfied customers deliver their best and hence we get more satisfied customers over years.
3) Employee Satisfaction

The effectiveness of employee engagement activities has improved the morale of employees which is clearly demonstrated in the figure below.

![Employee Satisfaction Index](chart.png)

4) Career Development

![Career Development Chart](chart.png)

**Conclusion:**

The success of this programme reinforced the purpose of employee engagement and a sense of team spirit and belongingness to the organization. With the advent of the Employee Engagement programme and emphasis on individual talent management, a continuous term was needed to describe an individual’s emotional attachment to the organization. Thus RACE evolved to inculcate the morale of group emotional phenomenon with due concentration on an individual’s emotional phenomenon.

More recently the employee engagement programme has become an area of focus within the organization for the purpose of retention as a means of avoiding expensive employee replacement costs resulting from employees who voluntarily quit their jobs. These practices boosted the workplace well being and team skills with improved customer delight and business results.

For further details, please write to us
jaimon.jacob@ae.uaeexchange.com
Company Profile

Apparel Group (AG) is a leading retail conglomerate headquartered in Dubai. Mr. NileshVed is the Chairman and Founder. In 2001 Apparel Group acquired exclusive franchise for ALDO. In line with his vision i.e. “To be the number one retailer globally”, he initiated the ‘ALDO Business Concepts (ABC)’ as part of the Apparel Group in 2001 by acquiring exclusive franchise for ALDO.

Keeping in view Group’s strategic direction, ABC vision, mission and values were also set in 2001. Since then, ABC has enjoyed accelerated growth following its vision “To be the #1 fashion footwear & accessories retailer in GCC”. In line with the ABC Vision and to further strengthen the ABC offerings, Call It Spring and ALDO Accessories were added in 2004 and 2005 respectively. Today ABC is a trustworthy name of globally renowned concepts serving its customers through 100 strategically located retail stores throughout the GCC out of which 71 stores are located within the UAE region.

ALDO offers fashion footwear and accessories through its 100 stores in the GCC. ABC customer base is diversified from all age levels and both male and female. Fashionable, affordable, good quality, variety, accessibility and rewarding the customers are the USP of ABC. To continuously meet customer needs and expectations, ABC has set a daily purpose of “Delivering 100% Customer Satisfaction”. The daily purpose is further enriched by exercising ABC values which are “Integrity, Respect & Recognition, Passion for Excellence, Working Together”. A new technology was introduced called “Multi Channel”, to further enhance customer satisfaction. Using the successful “Multi Channel” delivery model as a base, Apparel Group has designed its own Online Inventory Management and the E-Commerce delivery model thereby taking the customer’s shopping experience at its stores to the next level. ABC through its marketing team has developed and deployed their customer touch point strategy called “360° Approach” comprising of Participation Strategy, Authentication Strategy and Copy Strategy. 360° Approach helps ABC to identify different customer groups and create a targeted marketing strategy. In line with this ABC’s management team has year marked 7 stores within its operation as their Flagship Stores across their brands. There are 3 flagship stores categorized for the brand ALDO, 2 for Call It Springs, and 3 for ALDO Accessories.

Benefits of applying for the Business Excellence Awards

• The structured approach of Business Excellence Award model and application of RADAR for continuous improvement in all aspects of business help us in increasing productivity and customer loyalty.

• The model encouraged us to focus more on Corporate Social Responsibility and Corporate Governance.

• Increased our Brand Credibility

Advice to Future Applicants

Winning the DQA is important milestone, but the reward is journey of improvement within an organisation and the enhanced performance levels due to continuous improvements.

Participating in Business Excellence Awards should not be considered as project or an activity, it should be considered as a “Way of Life”

Best Practice: Club Apparel

Apparel Group’s relationship with its customers is evident by the fact that the innovative loyalty program Club Apparel has reached over a million loyal patrons within 3 years. Club Apparel undisputedly is the fastest growing loyalty programs in the UAE today. Apparel Group started its loyalty program Club Apparel with a strategy to, (1) develop a customer loyalty base, (2) develop a dedicated forum to exchange information on...
promotions, new arrivals, brand marketing etc. and (3) to incorporate a continuous improvement framework within its customer service by gathering customer feedback.

Club Apparel uses an innovative technology of Near Field Communication (NFC) to be the first cardless loyalty program in this region. Not only did Apparel Group launch a unique loyalty program to enhance the convenience for the customer but also it benefits the society by not using plastic cards thus reducing carbon footprints being environment friendly.

This has helped Apparel Group unify its diverse customer base under one brand - CA, whilst redefining Apparel Groups identity as one of the top retailers operating in the region. CA is designed as a platform to build long-term relationships with its customers and opening new avenues of communication with them. The benefits offered to Apparel Group customers through its Club Apparel initiative include, (1) Hassel-free on the move rewards collected by mobile phones, (2) Reward points can be redeemed at 450+ stores and (3) Instant Rewards can be redeemed immediately after earning them.

Instant membership in less than fifty seconds, Instant collection of points and instant redemptions are the most unique features of Club Apparel. As pioneers, the Apparel Group changed the entire Loyalty experience for customers by taking away their plastic cards and giving them the convenience of their loyalty program on their mobile phones.

Club Apparel was conceived with a vision of putting the power in the hands of the members. So besides having a choice of brands across categories like Fashion, Footwear, Accessories, Cosmetics, Lingerie, Children’s wear and Food and Beverage, the members also have a choice of where and how they would like to use their reward points. There is no minimum collection of points required before a member decides to spend these points, so even one point can be redeemed instantly. It’s almost as good as getting your money back! So no minimum thresholds and no waiting for vouchers, everything is done instantly in real time which reflects back on the Company’s corporate philosophy of “SPEED”.

Another feature of Club Apparel is the unique proposition that you don’t have to be a resident of UAE to gain the benefits of Club Apparel. As long as you have a working mobile number, you can become a member and as everything is instant, you can earn and burn all points in the same day if you desire. So even if a customer is a frequent flier or a tourist, they gain maximum benefits by shopping across Club Apparel brands. To make it easier for members, you have all brands present in the most frequented malls, so you could wrap up all your shopping at one go and also get rewarded for it.

Members of Club Apparel are the first to receive all information on the brands that they shop with. Mails and SMS’s on new store openings, Sales, promotion or any other offers are sent to members first. The members have a lot to look forward to yearlong and the active Face book page keeps them abreast of all exciting gifts they can win from Club Apparel.

Additionally, Club Apparel members have a varied interface through mail, sms, dedicated customer support lines (800APPAREL), website (www.clubapparel.ae) or the Face book page. E-cards are sent to all members on their birthdays and on special occasions patrons get gifts from Club Apparel. Information on new locations, brands, Sales & promotions are given to members first. Going further on the journey of customer excellence, Club Apparel is looking to get better by keeping in touch with customers understanding their habits and needs and communicating to them with relevant information to ensure personalized service. Our dynamic state of the art Customer Relationship Management Program captures all the variables associated with the Club Apparel Loyalty Program and the same are translated back into the buying patterns and demand forecasting for the various brands.

The Club Apparel brands one can shop at are Tommy Hilfiger, Nine West, La Vie En Rose, Aldo, Cortefiel, Freedom Furniture, Spring, Kenneth Cole, Dune, Aldo Accessories, Charles and Keith, Aeropostale, Naturalizer, Inglot, Skechers, Shoe Studio, Bench, Basler, Books plus, AK Anne Klein, Pedro, THM, Garage, Motivi, Venezia, Birkenstock, Le Chateau, Moreschi, MBT, The Athlete’s Foot, The Children’s Place, Just for Kids, Cold Stone Creamery and Tim Hortons. And it does not end here — more brands are constantly being added to this list.

As Mr. NileshVed, the Chairman of The Apparel Group quotes “We have launched the first cardless loyalty program in the UAE and now we aim at many more initiatives to ensure that our members get the best benefits and we are truly the best loyalty program in the World”. Keeping with this vision, Club Apparel is constantly working towards getting many more firsts to their members and ensuring 100% customer satisfaction.

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CA Nationality Mix

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Growth Rate of CA Members

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Reduction of carbon footprint

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<tr>
<td>2013</td>
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</tbody>
</table>
Starting modestly as a book shop owner in 1965, Abdul Wahid Rostamani has grown his business to become one of the region’s most respected commercial entities. From the outset, AW Rostamani’s strategy was to build and grow a group of companies that formed a springboard for dynamic growth in the global marketplace. The AW Rostamani Group is governed by a set of vision & mission statements:

AWR Automotive Vision

Vision-2015 where we want to go
- To be a world class organization
- To be a USD 2 billion organization

AWR Automotive Mission

Our mission is to enrich the lives of our customer through our people, products and services by setting best practices in everything we do.

In-order to be a World Class Organization, a framework consisting of 6 pillars are defined which will provide a roadmap for all business units including Shift Leasing to benchmark with Industry leaders and develop robust methodologies in each of the following aspects:

- Healthy Financials
- Operational Excellence
- People & Leadership
- Compliance
- Robust Strategy: Drives
- Organization Culture

Fig 1.2: AWR-A Framework for World Class Organization

In June 2008, the chairman of the AW Rostamani Group identified a gap in the local car market to offer corporate customers a turnkey vehicle leasing service that promised to fully manage fleets of local companies operating small, medium and large size vehicle fleets. With this need in mind, Shift Leasing was born and since then, there has been no turning back. Shift Leasing has a set of underlying core values that is shared with AWR-Automotive group which form the core of the AWR culture and a set of defined goals specifying what we want to achieve as an organization.

Shift Leasing Vision: 2015

To be one of the top 3 quality lease providers in UAE

Shift Leasing is aligned to AWR-Automotive’s Vision of being a World Class Organization and defines its vision to be one of the top 3 quality lease providers in UAE. Shift Leasing provides customized solutions for mid to long term vehicle leasing including spot rentals in the
UAE market. We have the widest range & latest model cars to offer customers who appreciate and expect world-class service. We offer everything from small cars to saloons, luxury cars to four wheel drives, and our fleet includes numerous models and makes.

<table>
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<th>Intermediate Auto</th>
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<tr>
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<td>Mid-Size SUV</td>
</tr>
<tr>
<td>Large SUV</td>
<td>Pick-Up D/Cab</td>
</tr>
<tr>
<td>Bus</td>
<td></td>
</tr>
</tbody>
</table>

**Fig 1.3: Shift Leasing Product Offerings**

At Shift Leasing, we offer various kinds of solutions to our customers in order to cater to their increasing needs and demands. The organization proudly manages lease operations for over 500 clients and manages more than 3500 vehicles. Our lease solutions are proven to provide efficient and cost-effective vehicle management solutions to corporate fleets & individual customers.

Led by a highly motivated & experienced Top Management team, along with strong support from the AW Rostamani group, SL’s contribution to the leasing industry has been immense. With a highly skilled team of professionals focused on providing localized & personalized leasing services and with an opportunity to grow the leasing business across the Middle East market, we aim to be one of the top players in the leasing business in UAE. The Top Management at Shift Leasing continuously emphasizes on the following characteristics in order to achieve the vision of being one of the top 3 quality lease providers in the region by 2015:

- Emphasis on Quality before Profitability
- Emphasis on Revenue before Cost

**Benefits of applying for the Business Excellence Awards**

- Fostered cross functional teamwork aligned to one common goal which led to more effective communication & implementation
- Provided a structured framework against which the organizational practices are assessed and reviewed for effectiveness
- Encouraged a culture of continuous and on-going improvements within the organization
- Generated a sense of achievement for everyone involved including employees & customers

**Advice to Future Applicants**

- Ensure that the Top Management is committed and involved right from the start of the project
- Involve maximum employees from all levels of the organization to increase the quality of the submission

- Conduct the self-assessment to develop improvement initiatives for reaching the target score
- Utilize the feedback report to initiate excellence practices within the organization and continue the spirit of excellence for the coming years.

**Best Practice: Balanced Scorecard Implementation at Shift Leasing**

Strategy has always remained at the core of AWR Automotive Group and is one of the main drivers for the enormous success witnessed by the group so far. With a highly robust structure in place and with 15 years of Balanced Score Card implementation backing the AWR Automotive Group, it has only asserted the massive presence that the group has today in the automotive industry in UAE. Over the years the BSC has brought about a positive change within the organization. The transformation of BSC, as a successful management tool, has led to many unique features in its implementation and is a true representation of the AW Rostamani way of business.

**Results Planned / Desired Outcomes**

The Balanced Scorecard implementation at Shift Leasing is more than just a measurement system. Shift Leasing uses the scorecard as a central, organizing framework for managing its processes. Today Shift Leasing aims to achieve the following objectives as part of its robust BSC mechanism:

- Utilize BSC as an effective tool to attain Shift Leasing’s vision of being a top quality lease provider.
- Align Shift Leasing’s strategy to the overall corporate strategy of AWR-Automotive.
- Communicate strategy throughout the organization.
- Link strategic objectives to long-term targets and annual budgets.
- Perform periodic and systematic strategic reviews.
- Obtain feedback to learn about and improve strategy.

Today, management processes at Shift Leasing are built around the Balanced Scorecard that enables Shift Leasing to become aligned and focused on implementing its long-term strategy in line with the overall corporate strategy of AWR-Automotive.

**1) Approach**

**1-1: BSC Introduction at AWR Group**

In 1997, Arabian Automobiles incorporated Balanced Scorecard as part of the business management system which demanded a paradigm shift in the existing methodology. During these initial years, the company outsourced BSC management while trying to build competency within.

**1-2: Inception of the Strategic Management Office**

Following the group split in 2006, AW Rostamani group started afresh and founded the basis of the group on advanced business management. Balanced Scorecard was seeded in-house and a dedicated group for managing corporate business was formed directly under the CEO which proved to be the turning point in
strategy planning. The office of strategy management thus formed was made responsible for strategy planning & execution across the organization that encompasses 16 business functions, which assesses strategic proposals from business units and provides guidance as to align the business objectives with the corporate vision.

Being associated with the AWR-Automotive Group has given Shift Leasing a highly competitive edge in its overall strategy development which can be seen from the fact that BSC has been implemented at Shift Leasing right from its very inception in 2008. With a high focus on strategy execution, Shift Leasing incorporates strategy into the very culture of the organization.

2) Deployment Of Approach

2-1: AWR- Automotive Corporate BSC Plan

The executive committee including the CEO, business heads & the office of strategy management together form the foundation based on the board’s direction for business strategy for the next year / term. During the annual Business Plan Kick Off session in September, the Executive committee shares the external environment outlook for the automotive business globally & regionally, AWR Automotive SWOT is discussed & a broad direction on the way forward for the automotive business is shared by the CEO. Also during this Strategy retreat, Shift Leasing along with other respective business unit heads share their BIG IDEAS concepts that would drive the automotive business to achieve an industry benchmark status.

Over the next 3 months each business unit then define their SWOT and formulate their strategy in-coordination with the Business Excellence team to ensure alignment with the corporate objective. It is during this period that the key big ideas are discussed, evaluated with key stakeholders and feasible ideas are incorporated into the BSC for the upcoming year.

<table>
<thead>
<tr>
<th>Sl</th>
<th>Activity</th>
<th>Time</th>
</tr>
</thead>
</table>
| 1  | Strategy Retreat: Business Plan Kick Off session  
- External Environment Analysis  
- AWR Automotive SWOT  
- AWR Corporate Strategic Direction  
- Big Ideas presentation by Business units |  15th - 20th September |
| 2  | Business Plan formulation & Alignment  
- Business Unit SWOT  
- Big ideas validation (Feasibility study)  
- Strategic initiatives  
- Manpower & IT budgeting  
- Financial budgeting |  September 20th - December 15th |
| 3  | Business Plan Validation & Management Approval |  15th - 20th December |
| 4  | Business Plan Roll out |  1st Week of January |

Fig 2-1.2:  
CEO M I Ayat addressing the 2013 strategy retreat

2-2) Alignment of Shift Leasing with AWR Automotive Corporate Objective

Shift Leasing’s BSC is reviewed at the business head level on a monthly basis. The structure of the BSC is simple yet comprehensive in terms of providing a snapshot of the performance in alignment with the strategy map.

BSC Performance Reviews

In accordance with the strategy map, the BSC follows the same perspectives financials, customer, internal process and learning & growth and further drills down to the objectives in each area. Through strict implementation and assessment, Shift Leasing is aligned with the corporate strategy with the help of a robust review mechanism. The identified milestones with results are reviewed weekly by the Operations Team. The performance and progress against set targets are reviewed monthly at a BSC meeting which is centrally coordinated by the Business Excellence Department involving various strategic partners as well. A quarterly review is conducted with the CEO for evaluating the progress and to assist in timely achievement of results. In addition to this, a half year review is conducted for analyzing the current situation, including the external environment and to set the direction for the second half of the year to ensure on-time completion of projects.

Fig 2-2.1: Balanced Scorecard Structure

2-3) Cascading of Shift Leasing Strategy to Employees

Shift Leasing Strategy Cascading & Alignment
• Once the strategy has been finalized by the Top Management at Shift Leasing, it is then cascaded to the lower levels of the organization after various rounds of meetings & explanation sessions.
• This serves to create alignment around the organization’s shared vision, to make strategy actionable to departments and down to individuals.
• Individual scorecards are then aligned to Shift Leasing’s objectives in a manner that enables tying rewards and recognition to results.
• The organization alignment is clearly visible through strategy, using the strategy map, performance measures and targets, and initiatives.
• Scorecards are used to improve accountability through objective and performance measure ownership, and desired employee behaviors are incentivized with recognition and rewards.

Aligning employee KPIs with overall strategy
Setting of goals and KPIs of individual employees are now automated on the integrated system which is aligned to the overall strategic objective of Shift Leasing.
• The automated Hyperion system ensures that the alignment of the objectives from the corporate scorecard up to the individual employees remains consistent.
• This ensures complete transparency of alignment of the individual’s performance contributing towards to the vision of Shift Leasing.
• The automated system integrates employee goals across all the 4 perspectives of the balanced scorecard.
• During the appraisal process of employees, individual performance is evaluated appropriately reflected on the system for revision in compensation based on strategic performance.

BSC Automation & Integration
Having seeded the fundamentals of BSC and inculcated the BSC culture among its employees, the organization took to automation of the entire process by integrating its mature Oracle ERP system with the Hyperion System for further enhancement in business management.
With the implementation of BSC automation, all data pertaining to results and operational performance is made available online which is utilized by the Hyperion System in reporting real time performance results.

2-4) Introduction of the Best BP BSC Award
Over the past six years, the BSC has been evolving continuously within the organization and there has always been a continuous endeavor to improve the mechanism of BSC across the organization. One of the challenges that were faced over the past few years was to upgrade all business units to one level of maturity and to seed the acceptance of rigorous business process management system. With this in mind, the Best BP BSC award was initiated in 2011 by Business Excellence Department to measure strategic performance of each business unit and to promote healthy competition among Business Units in effective BSC implementation. The Best BP Award was initiated to achieve the following objectives:
• Drive & Support Business Units & Departments in achieving their Target KPIs
• Bring about a uniform maturity of BSC understanding and implementation among all Business Units
Parameters such as – whether targets are met as stated in the BSC, whether BP process timelines are achieved, implementation of action plans, etc. are considered to evaluate businesses to win the Best BP BSC award. This is an annual award given to the businesses by the CEO of AWR Automotive which is a methodology to align strategic performance across the organization.
3) Assessment

Internal Stakeholder Assessment

• The BSC mechanism that has been established within the organization is continuously revised year on year.

• Every year after the Business Plan has been rolled out, all the departments and functions that have been involved in the Business Planning process are asked to share their feedback via a survey on the overall methodology of the process.

• Feedback & improvements are taken into consideration during the next BP cycle.

External Assessment

The organization also encourages internal resources to attend the BSC Master Class Training Workshops conducted by the renowned founders – Robert Kaplan & David Norton. This is to ensure:

• Current BSC Mechanism is implemented in the right manner and to identify any areas of improvement

• In order to be aware of any best practices that are used in the BSC methodology of implementation and incorporate them within the organization.

In addition to this, our CEO – Mr. M.I. Ayat is a prominent key note speaker and participant at BSC Forums conducted globally by Robert Kaplan and David Norton. This helps in understanding key trends and concepts of BSC which are then translated into adaptable methodologies for the organization.

4) Refinement

Introduction of themes in BSC Strategy Map

• The Balanced Score Card has been refined in its methodology to include themes in the strategy map.

• Earlier versions of BSC implementation within the organization consisted only of the 4 perspectives linked to their strategic objectives.

• From 2013 cycle, the BSC has now incorporated a set of themes which are in line with World Class Organization Framework and which are embedded into the strategy map of the organization to focus on key strategies to achieve the corporate objective thus providing an enhanced clarity on the subsequent objectives and the projects associated with them.

Shift Leasing Performance in the Best BP BSC Award

Further to the initiation of the Best BP BSC award in 2011, by Business Excellence Department to measure strategic performance of each business unit, Shift Leasing has been a stand out performer for both years which is a testimony to the fact of consistent and effective implementation of BSC within the organization.

Shift Leasing’s performance in the Best BP BSC Award function is:

• 2011 – Runner up & CEO Appreciation Award for BSC Implementation

• 2012 – Group B Champion (Revenue less than AED 200mn)

Results

Since its inception in 2008, Shift Leasing has ensured that it executes its organization strategy with the help of the BSC mechanism aligned to the AWR-Automotive Corporate Strategy of becoming a $2 Billion company by the year 2015, with focus and dedication. A robust BSC mechanism has helped Shift Leasing in establishing a highly satisfied customer base and ensures that the growth story of the organization continues to excel.
With a strong growth witnessed in 2011, and an even stronger one seen in 2012, Shift Leasing’s contribution to AWR Automotive’s Corporate vision to be a US $2Bn company by 2015 is immense. In the UAE market, Shift Leasing is perceived as arguably one of the fastest growing car rental companies. With a carefully planned expansion strategy and by maximizing profits in its day-to-day operations, Shift Leasing ensures that the business continues to grow.

As a testimony to our customers that we strive to meet their ever increasing needs, we have consistently ensured that our fleet are increased to cater to the demanding requirements of our customers. While the fleet size has continued to rise at Shift Leasing, we have also taken care to ensure that utilization of this increased fleet is in control so as to derive maximum benefit from the business.

Though there has been an steady increase in customers over the years, we believe that providing the highest level of service should remain our trademark and thus strive to ensure that no matter how rapidly our customers increase, we continue to exceed our customer expectations. The number of customer complaints we have received from 2010 has been seeing a decreasing trend even though business has increased thus ensuring that we sustain our service levels and continue to provide enhanced service to both existing as well as new customers.

*Data has been indexed setting 2010 target to 100
Company Profile
Our main activities: We offer the following activities
a. Manning Guarding Services
b. Cash and Value In Transit
c. Event Management
d. Engineering Solutions
e. Marine Security
f. Consultancy
g. Training Institute

Manning Guarding Services

Cash In Transit
Cash Processing Services, Coin/Change Service, ATM Service, Valuable In Transit, Non Armed Secure Logistics.

Event Management

Engineering Solution

Consultancy Services

Marine Security
Main Products/Services
a. Manning Guarding Services
b. Cash and Value In Transit
c. Event Management
d. Engineering Solutions
e. Marine Security
f. Consultancy
g. Training Institute
a. Over 3,000 staff of mixed nationalities
b. Winner of Dubai Quality Appreciation Award for 2012
c. Winner of the security company of the year for 2011 and 2012 and 2013, organized by Facility Management Middle East
d. Winner of Gold award for 2011 from UAE Higher Committee for securing Dubai Ports facilities.
f. All management staff have been trained by Six Sigma Green Belt Program
g. Achieved a respectable score in MR MBA (Sheikh Mohammad Bin Rashid Al Maktoum Award for Business Excellence) for 2012.
h. No credit liability at all
i. Effective communication channel across the vertical line, horizontal line and cross functional line.
j. Offering Marine services as niche service
k. A Business Unit of Dubai World led by Emirati Management, strong financial base.
l. A market share of 12% in the existing market of Dubai.
m. Offering total security solution ranging from manning guard security, marine security, engineering solutions, CIT, event management, consultancy services etc.
n. Compliance to ISPS and ISO 28000 for its port security.

Vision
WS aims to be at the forefront of the security market, by focussing on customer service and being productive, efficient and competitive.

Mission
We endeavour to meet regional and global demand by delivering timely, efficient, high quality and cost effective integrated security solutions to delight our customer, benchmarked on industry wide-best practices.

Our values
Process Excellence, Delight customers, Employee Development, Integrity in security.

Guiding Principles
Core ten policies booklet circulated to all operational staffs, Cumulative Policy Statements comprising of 36 individual policy statements, E mail Policy, Dress Code Policy, Ethical code of conduct

WS top management usually act as a role model for the employees which can be corroborated from the fact that WS CEO has an open door policy where any employee irrespective of his/her position has equal right to see CEO in person and convey his/her personal/ professional challenges. CEO has an open access to all the employees via his face book/personalized meeting. WS management organizes occasional get to gathering program where employees-employers agglomerate at a particular venue, shares their pleasure moments.

Benefits of applying for the Business Excellence Awards
1. A journey of Continual improvement and Process Excellence,
2. Implication of EFQM model in the organization
3. Branding of the organization in local market for winner
4. Learning good practices from the winners

Advice to Future Applicants
1. Document different policy for different area of interest and be strict to it
2. Streamline each and every procedure
3. Conduct regular training and awareness session
4. Organize regular focus group for internal stakeholders and external stakeholders followed by action plan.
5. Develop some strategic control from top to bottom in terms of application of dash board, scorecard etc
6. Integrate the organizational objectives and goals to the departmental objectives and goals.
7. Implement an effective performance management

Best Practice 1
Continual Training and Awareness Program:

World Security (WS) conducts continual training and awareness program for its valued employees. WS has established its in house training institute duly certified by DPS( Dubai Protective System) which offers different types of training like Basic Security Training, First Aid and CPR, Fire Fighting, Building and Site Evacuation, Rescue Operation and Elevator Rescue Training and even advanced security training not only to its own employees but also outsources to third party. Some of the achievement of WS Training Institute can be visualized by the following facts:
Training Expenditure Details (2007 to 2012/Actual and Budgeted)

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<th>Actual, AED</th>
<th>Budgeted, AED</th>
<th>Increment (Actual)</th>
<th>Increment %</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>228,978</td>
<td>N.A.</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>2008</td>
<td>249,193</td>
<td>816,000</td>
<td>+20,215</td>
<td>+8.8%</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>198,945</td>
<td>217,684</td>
<td>-49,248</td>
<td>-19.8%</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>765,095</td>
<td>795,210</td>
<td>+566,150</td>
<td>+28.5%</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>1,288,693</td>
<td>1,990,120</td>
<td>+636,402</td>
<td>+83.2%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>870,775</td>
<td>1,435,412</td>
<td>-417,918</td>
<td>-32.4%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>1,441,209</td>
<td>1,827,540</td>
<td>570,434</td>
<td>+65.5%</td>
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No of courses completed by WS Head office not by WS Training Institute

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>4</td>
<td>5</td>
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<td>2008</td>
<td>3</td>
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<td>5</td>
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<td>2010</td>
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<td>3</td>
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<td>2011</td>
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<td>3</td>
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<tr>
<td>2012</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>2013</td>
<td>14</td>
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Training Participants for the course run by WS Head office only

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Budgeted</th>
</tr>
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<tbody>
<tr>
<td>2007</td>
<td>50</td>
<td>60</td>
</tr>
<tr>
<td>2008</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>2009</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>2010</td>
<td>30</td>
<td>40</td>
</tr>
<tr>
<td>2011</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>2012</td>
<td>464</td>
<td>150</td>
</tr>
<tr>
<td>2013</td>
<td>400</td>
<td>400</td>
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</table>

WS Training Institute Records:

<table>
<thead>
<tr>
<th>Year</th>
<th>No Of Trainee</th>
<th>Training Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>461</td>
<td>2</td>
</tr>
<tr>
<td>2010</td>
<td>1210</td>
<td>2</td>
</tr>
<tr>
<td>2011</td>
<td>1085</td>
<td>2</td>
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<tr>
<td>2012</td>
<td>948</td>
<td>10</td>
</tr>
<tr>
<td>2013</td>
<td>1500</td>
<td>10</td>
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Participants Records:

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>500</td>
<td>600</td>
</tr>
<tr>
<td>2010</td>
<td>900</td>
<td>600</td>
</tr>
<tr>
<td>2011</td>
<td>1100</td>
<td>1000</td>
</tr>
<tr>
<td>2012</td>
<td>1200</td>
<td>1200</td>
</tr>
<tr>
<td>2013</td>
<td>1600</td>
<td>1500</td>
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</tbody>
</table>

Third Party Training Records:

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>123</td>
<td>300</td>
</tr>
<tr>
<td>2013</td>
<td>220</td>
<td>300</td>
</tr>
</tbody>
</table>
Training Days Record:

<table>
<thead>
<tr>
<th>Year</th>
<th>Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>051</td>
</tr>
<tr>
<td>2010</td>
<td>235</td>
</tr>
<tr>
<td>2011</td>
<td>240</td>
</tr>
<tr>
<td>2012</td>
<td>220</td>
</tr>
</tbody>
</table>

Result Analysis:

<table>
<thead>
<tr>
<th>Year</th>
<th>Appeared</th>
<th>Passed</th>
<th>Failed</th>
</tr>
</thead>
<tbody>
<tr>
<td>July-2009 to June-2010</td>
<td>1089</td>
<td>1028</td>
<td>61</td>
</tr>
<tr>
<td>July-2010 to April-2013</td>
<td>2996</td>
<td>2794</td>
<td>202</td>
</tr>
<tr>
<td>June-2011 till May-2013 for third party</td>
<td>283</td>
<td>243</td>
<td>40</td>
</tr>
<tr>
<td>2012</td>
<td>1200</td>
<td>1200</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>1600</td>
<td>1500</td>
<td></td>
</tr>
</tbody>
</table>

World Security Training Institute

WSTI proudly announced that it has conducted training on Emergency First Aid at Work (QCF) last May 27, 2013 at the Institute premises. The training ended successfully and is the first class since the approval of the accreditation of WSTI as a center by Highfield International Awarding Body for Compliance (HABC) and Dubai Centre for Ambulance Service (DCAS) a few months ago as an accredited First Aid Training Provider. The first Batch of trainees are all in house officers and staffs including Camp Bosses from all staff accommodations and line officers from the different areas of assignment. Let us remember that the approval and awarding of the certifications of WSTI as an approved center both by Highfield and Dubai Ambulance are made thru the initiative and effort of no less than the Assistant Manager Mr. Rolly Romorosa and of course with the total support from Mr. Ahmed Al Kaabi the Head of Operation. With the above, Mr. Mahmood Amin our beloved CEO manifested his total support and happiness of this new development and achievement. During the training Ms. Samira Shalo, Directress of Marketing Department came together with Mr. Ahmed Al Kaabi greeted the students and expressed her appreciation and total support of WSTI’s initiatives.

The Instructress Ms. Perlita Napiloy (DCAS License Nr. P2013017) with dedication and professionalism deliver the training program to the students with the objective in mind to impart the necessary knowledge and skills to help students to acquire and passed the requirements so license will be issued for First Aider.

By supporting this initiative WS Management is truly showing commitment to its workforce and clientele thru enhancement and training with international and local qualifications.

Below are the positive impact of this new program to our Company WS and staff;

- Confidence on the part of our workforce during First Aid Emergencies
- Help save lives by attending injured and ill persons while medical treatment is not yet available,
- Respect and High Morale among our staff
- Quality Service rendered to our clients.

On the part of the clientele below are the positive impact;

- Clients and Customers have very high level of confidence and respect to our staff and company knowing that they are highly trained and skilled.
- Prevention of major injuries or death when First Aid Emergencies occurred
- Retention of contract due to high level of professionalism.
- Good reputation among clientele and in the market

With this new milestone of the training Institute it will surely fill the gap raised by our clients when it comes to skills, capability and preparedness on any First Aid Emergencies at the workplaces wherein our staff are deployed.
In addition to the continual training offered by WSTI, WS also outsourced DP World Technical Department for continual training in the following areas: Principle of Management, Customer Relation Management, Motivational theory and practices, Manage time and stress effectively, Train the trainer, Team building, Cross culture training, effective communication training.

In addition to the aforesaid training, WS QHSE (Quality-Health-Safety and Environment) department conducts the awareness sessions for office staff, team leaders of operational staffs to make them aware of our ISO 9001/2008, OHSAS 18001/2007 and ISO 14001/2004 standard compliances. QHSE department also conducts training for drivers, subcontractors to integrate them in its QHSE loop.

**Best Practice 2:**

Implementation of balance score card since 2010. WS conducted SWOT analysis of each and every department and hence of the organization as a whole that was addressed as a base to determine Goals, Objectives, KPI, Targets, Notes, Review Frequency, Accountable person etc and hence the score of the organization has been developed and hence the score all department have been developed in integration to the score card of the organization in totality.

Similarly WS Business Plan has been developed and it has been cascaded to down the hierarchy to the departmental levels.
<table>
<thead>
<tr>
<th>Goal / Key Results Areas</th>
<th>Strategic Objectives</th>
<th>Strategic Measures/ Increment %</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1. Cover Dept Cost</td>
<td>Project Sales with Key Accounts</td>
<td>Number of enquiries generated and proposals submitted to key clients - DP World and Dubai Customs in particular; number and value of LPOs/Contracts received</td>
</tr>
<tr>
<td></td>
<td>Increase sales of maintenance and support packages</td>
<td>Number of enquiries generated and proposals submitted: LPOs / AMCs received</td>
</tr>
<tr>
<td>F2. Increase Profits and Proposal Pricing Competitiveness</td>
<td>Supplier Partnership Agreements/ MOUs to decrease costs</td>
<td>No. of Supplier Agreements/ MOUs with Installers or System Integrators; Finalize minimum 3 suppliers/partners for each category of Security System every quarter</td>
</tr>
<tr>
<td></td>
<td>Reduce Over Head costs in proposals costing</td>
<td>Reduction in the number of revised proposals due to customer feedback on high pricing; Reduction in number of opportunities lost due to higher pricing</td>
</tr>
<tr>
<td>F3. Engineering Tariff Rates Standardization</td>
<td>Reduce variance in manpower costing</td>
<td>Standardised employee tariff rates is available</td>
</tr>
<tr>
<td></td>
<td>Costing sheet for engineering is available and is standardized</td>
<td>Standardized Costing sheet is used for estimation and costing purposes</td>
</tr>
<tr>
<td>F4: Reduce Commercial Risk</td>
<td>Ensure Business Continuity &amp; Cash-Flow</td>
<td>No very high outstanding collectibles from Clients</td>
</tr>
<tr>
<td></td>
<td>Ensure standard profits in project budgets</td>
<td>% Gross and Net Profit on projects is visible and tracked</td>
</tr>
<tr>
<td>F5: Ensure Trade License includes dept activities</td>
<td>To be legally adherent for carrying out engineering services and solutions</td>
<td>Company Commercial Trade License includes Security Equipments Trading; Installation and Maintenance Services</td>
</tr>
</tbody>
</table>

For further details, please write to us samira.shaloh@dubaiworld.ae
Prime Healthcare Group

Company Profile

PRIME HealthCare Group is an established and quality driven company offering healthcare services under different verticals to suit the specific needs of customers, creating a sustainable brand, ‘PRIME’. The group has over 650 dedicated staff consisting of a network of outpatient medical centers, Prime Medical Centre, Premier Diagnostic Centre and MediPrime Pharmacies.

Located in major residential areas of Dubai, Sharjah and Abu Dhabi, Prime Medical Center offers services ranging from general practice to specialties and super-specialties with comprehensive diagnostic facilities under one roof. The team of over 170 expert physicians has extraordinary acceptance of their expertise in diagnosis and treatment.

Prime HealthCare Group received the Dubai Quality Appreciation (DQA) Award 2012 for the second time (2007 and 2012 cycle) owing to excellence in the areas of high service quality, appreciable level of customer satisfaction, strategic branding, employee care, frequent free health check-up and health awareness programs under its Community out-reach Program for the community.

1. Prime Medical Centers:

Multi-specialty Centers in all major residential areas of Dubai, Sharjah and Abu Dhabi offering the service ranging from General Practice to Super Specialty supported with diagnostic facilities under one roof. Over 2,500 medically insured and non insured patients are served across all Centers on a daily basis.

2. Premier Diagnostic Center LLC:

Fully equipped laboratory & radiology unit- accredited by the ISO 15189 offering Open MRI, CT scan, mammography, OPG, advanced laboratory services, segmental body analysis, sleep study, etc. The Center has a dedicated team of experts providing different kind of Preventive Health Screenings for men & women, Pre-employment Health Screenings and Pre-insurance Medical Examinations of international standards.

3. Prime Medical Store LLC:

Ideally located at Al Qusais industrial area No. 3 with a storage area of 4600 sq.ft (G+M), established in December 2012 as central medical store of Prime Healthcare Group, Licensed by Ministry of Health as ‘drug store’. This store is ISO certified and the current operation include centralized purchase and supply of medicines, consumables & equipments for all our pharmacies, medical centers and diagnostic center. At present Prime Stores is run with 15 staffs and 2 delivery van.

5. MediPrime Pharmacies:

Located adjacent to most PRIME branches, stock a variety of prescription as well as over-the-counter medicines to complement its full range of medical services.

Best practice

“Personalized care personally” a practice properly sunk in entire service processes and owned by entire serving staff. A philosophy practiced at all levels in the entire group for its customers, business partners and stakeholders.
The management has used two pronged, single directional strategy covering external as well as internal stake holders impacting customer results.

**Employee:**
There has been a proper and professional focus on following areas of operation as far as internal customers are concerned. Implementation of series of activities resulted into desired increase in employee attachment towards company’s objectives.

- Employee Training & Development
- Employee motivation
- Employee Welfare
- Employee Engagement

**Customers (Patients):**
- Physicians try to completely understand patient’s problems, explain the disease process, the reason for prescribing investigation, the medication and the expected recovery.
- Nurses call on patients on the next or 3rd day their consultation with the physician to ask for prescribed dosage administration & recovery status
- Patients are recognized & called by their first name from the very next visit
- Patients are greeted and given adequate quality time by the Doctor
- Service & Nursing supervisors are continuously moving on the floor to see if a patient needs any further assistance during their waiting time.
- Customer service supervisors are reaching to waiting patients for assistance

**Best Practice 2:**
“Free healthcare Support under Community Outreach Program”.

**Activities: Free Health Check up Camps & Health Awareness Seminars**

Free Health Check up Camps: Our team of doctors, nurses, customer service and marketing personnel organizes Free Health Check up Camps inside workers accommodation, malls, social gatherings and corporate offices to help people having smaller budget for their health.

Health Awareness Seminars: Organized mostly for people interested in knowing more about their health needs. The marketing team organizes these interactive lectures inside corporate offices, factories and workers accommodation with professional support of our physicians benefiting a sizeable number of people.

**Results:**
- Employee satisfaction increases from 81% to 93% during last 4 years
- Attrition rate reduces from 8.1 % to 6.4 % in 4 years
- AS high as 94 % happy customers registered on daily ElectronicCustomer Feedback System.
- New patients’ registration averaging to 4,000 per month at all branches.
- 40 satisfied Corporate clients as we serve their above 120,000 workers.
- Healthy business relations with credibility maintained with 29 Insurance companies.

**Business partners (Health Insurance Companies):**
- Complete transparency maintained on service levels.
- Business partners are met on monthly basis for their feedbacks for further service improvement.
Company Profile

Axiom, established in 1997 by Faisal Al Bannai, its Chief Executive Officer and one of the most successful entrepreneurs in the UAE, is dedicated to providing the best value for money to its customers, alongside genuine and value added services and the most attractive incentives. Major shareholders are Al Bannai, Tecom and Mannai Corporation. Identification of a gap in the market for a wholesale and retail business for mobile communications led Axiom, in 1999, to become the official distributors for most of the prominent mobile consumer brands in the UAE.

Today, Axiom is the Middle East’s largest wireless retailer with over 550 retail outlets and retail points of presence and primary authorized retailer and distributor of leading international brands, including Nokia, Sony Ericsson, LG, Samsung, BlackBerry, Motorola, Apple and Thuraya. In addition to mobile retail and distribution, Axiom is also a strategic partner of telecom service provider DU in the UAE, and Mobily in Saudi Arabia. Axiom specializes in wireless communication products.

Benefits of applying for the Business Excellence Awards:

1. An independent assessment gives a different perspective to look into our practice and it’s a Good Health Check.
2. We come to know where we stand in terms of Best Practices in the Region.
3. We gain better confidence in the competitive business environment on raising our bar.
4. We gain better knowledge on the practices, implementing them and will be in pace with competition.

Advice to Future Applicants:

1. Continuously look at your strengths and leverage on them.
2. We have a tendency to do Fire-fighting - “REACT”. Look more into Corrective & Preventive actions - “PROACTIVE” and built into the process.
3. Have a structured improvement process to drive Continual Improvements.

Best Practice: Axiom Improvement Management Systems (AIMS)

To chart out effective long term strategies, leaders drew their including Toyota to understand the concept of the Toyota Production System (TPS). Experts from US and Japan were consulted and a dedicated cross functional team of facilitators and steering committee was deployed for learning and disseminating the same across the organization.
As an outcome, Axiom Improvement Management System (AIMS) was adopted in October 2009 followed by a strategy meeting the following month to chart out the Company’s future strategies and to align them with stakeholders’ goals and objectives. Based on its learnings, the Company adopted the TPS philosophy and instituted Axiomway. Hoshin, SS and Kaizen approaches, all brought under the umbrella of the Axiom Improvement Management System (AIMS).

The AIMS deployment was carried out in the following phases:

1. Leadership Alignment to TPS : Nov 2009
2. TPS Training phase -SS, Level 1, Level 2 & Level 3 : 2010 to 2013
   a. Deployment of Learnings into real time work 2010 and continues
   b. Transformation of Improvements and benefits 2010 and continues

Roadmap Of Tps-aims Deployment 2009-2012

1. Leadership Alignment to TPS : Nov 2009

Company enhanced and refined the process of developing strategy by adopting the Hoshin deployment process. The corporate strategic objectives are driven down the business organization using the Hoshin deployment framework, grouped under the 5 Hoshin Pillars and developed into Breakthrough Objectives.

These breakthrough objectives are tracked through corresponding KPIs using Hoshin A3 sheets. The KPIs have been evolving through the last 3 years based on maturity of business model.

Based on the Hoshin deployment program, the key metrics for managing performance is established and monitored on a continual basis through systematic and periodic reviews. This helps the Company to keep a track of objectives and re-align any strategies or processes as required. To facilitate the above, the company has instituted programmes such as store visits, quality audits and mystery shopper programs, coupled with measurement systems such as advanced dashboards and KPI trackers. This has been further strengthened by investing in IT solutions that provide reliable data and reports.

Annual Operating plans are now deployed, tracked and monitored through the Hoshin deployment framework. Axiom has conducted the Lean Maturity index measurement for all the departments from 2009 onwards to assess the current leadership maturity level.

Results:

Initially before the trainings in 2009, the lean index was 1.44 and then on it improved to 2.36 in 2010 and 3.09 in 2011.

2. TPS Training phase : 2010

The TPS concepts were Axiomized under the AIMS Training programme and completed successfully covering all employees under the following programmes.

1. Team Leader-Group Leader Training for Middle Managers
2. Train the Trainer – Facilitator Programme by External Consultants
3. Companywide Training programme for all Staffs

Level 1 (Basic TPS : Advance SS Axiomized, Kaizen) - 100% of staffs
Level 2 (Advance TPS tools, A3 & Practical problem Solving Methodology) - 30% of staffs
Level 3 (Advance problem Solving) - 5% of staffs (Planned in 2013) All Training courses comprised of classroom training and on the job demonstration of learning and based on the employee performance, they were certified.

All certified staffs were recognized and the improvements formed part of the Axiomway to ensure sustenance of the improvement process.

The entire training programme was done in-house by externally trained Facilitators.

SS is the first Basic training for all employees to start with the Behavioural Change.

SS training to all staffs & locations was conducted in Aug-Oct-2010 and went through a 60 day certification process. The certification was based on the real time deployment in the workplace.
**5S Reward and recognition for Best Location Axiom IBN Battuta**

5S was successfully implemented in 93 Retail Locations, Head office, Warehouse and in Service centres across UAE.

The sustenance of 5S is audited monthly under the Monthly Audit process and scores are given to the locations. The 5S sustenance score targets for all locations is 80% and an average score of 80% is achieved in the last 2 years.

Level 1 training is to create an awareness of Kaizen & 7Wastes for all employees as the Basic approach to Continuous Improvements. This training and deployment exercise is a 30 day programme wherein the participant has to attend 1 day training followed by raising 2 Major Kaizens and implementing them within 30 days.

**Level 1 Training - Storyboard**

The resultant of the Training is as follows:

- AIMS Level 1 Certification Programme - 30 Day programme for Staffs
- 100% Staff Coverage
- 69% Staffs Certified
- Savings 1M AED

Quality of Kaizens is the primary importance rather than the quantity (No) of Kaizens. Below shows the implementation of small to big Kaizens based on the level -1 & level -2 training programmes.

**Level 2 training** is to train 30% of the Best Change Agents from Level 1 in advance TPS tools, VSM & A3 problem solving.

This training and deployment exercise is a 60 day programme wherein the participant has to attend 2-3 day training and parallel work on the A3 project in their workplace which should be completed within 60 days.

Around 90 staffs are trained and every staff has done a 60-day A3 project. Based on the certification criteria 72% of staffs got certified and the Best projects got rewarded in the Quarterly Kaizen Champion Award process.

- AIMS Level 2 Certification Programme - 60 Day programme for Staffs
- 30% Staff Coverage
- 72% certified
- Savings 6M and above

All Quarterly Award Nominations for Champion Awards should be an A3 project and successfully institutionalized in 2012 – Q2 onwards.

**Internal Awards for Best Kaizens**

By adopting the TPS and Hoshin methodology, the leaders have been able to align people to strategic/financial/operational KPIs. Leaders and managers actively encourage involvement of employees in Improvements through Kaizens and improvement projects. All Kaizens & improvements are implemented in 30 to 60 days interval.

TPS programs drive organizational performance, whilst Axiomway ensures that leaders have a framework to standardise work and monitor its execution. By instituting an annual “Axiom Quality Award” program in line with EFQM Model, the Company has been able to embed quality and continuous improvement across all functions, thus creating a culture of excellence across all functions.

For further details, please write to us laxman@axiomtelecom.com
Company Profile

History
The Zulekha Group holds pride in providing quality healthcare in the region for more than 5 decades. Dr. Zulekha Daud, a visionary leader, the owner and Managing Director realized early the growing medical needs of the people in this country. This inspired her to embark on a journey that led to the growth and establishment of the Zulekha group.

Our Objective
Our objective is to create health services which are accessible and assure high quality. These services cover all aspects of clinical care including the identification of specialized health services needed by the community and meeting them, education & training of staff, encouraging and enhancing patient & family participation in their care and optimization of resources to provide services at reasonable costs. Courtesy and compassion is the nidus around which our organization functions. Our framework is further strengthened by empowering our staff and having an open door policy which in turn promotes integrity and transparency.

Our Vision
“To be the most Efficient, Competent and Courteous providers of Comprehensive healthcare in the world”

Our Mission
“To provide easy accessibility to high quality healthcare”

Our Values
Honesty & Integrity
Privilege & Responsibility
Planning & Implementation
Quality Service & Continuous Improvement
Courtesy & Compassion

Zulekha Group as it stands today
Our Accomplishments

1. Joint Commission International (JCI) Accreditation in 2007 and reaccreditation in 2010 for Zulekha Hospital Sharjah (ZHS) & Zulekha Hospital Dubai (ZHD)
2. Dubai Quality Appreciation Program (DQAP) for ZHS & ZHD in 2008 cycle
3. Dubai Quality Award (DQA) for 2011 cycle for ZHS & ZHD
4. College of American pathologists (CAP) for Zulekha Hospital Dubai Laboratory in 2012
5. ISO 20000 accreditation for Information and Technology Services in 2012

<table>
<thead>
<tr>
<th>Current products and Services offered</th>
<th>Future Products and Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialized healthcare services (In house doctors)</td>
<td>Expansion of Sharjah hospital – with 100 additional beds and includes Cath lab, Dialysis, NICU and specialized OT. Proposed to be operational in 2013</td>
</tr>
<tr>
<td>Specialized healthcare services (Visiting doctors)</td>
<td></td>
</tr>
<tr>
<td>Tertiary level neonatal services</td>
<td></td>
</tr>
<tr>
<td>24 hours Emergency services</td>
<td></td>
</tr>
<tr>
<td>Intensive care units (ICU)</td>
<td></td>
</tr>
<tr>
<td>Dialysis Units</td>
<td></td>
</tr>
<tr>
<td>Interventional Cardiology</td>
<td></td>
</tr>
<tr>
<td>Certified Ambulance Services</td>
<td></td>
</tr>
<tr>
<td>Continuous Medical Education</td>
<td></td>
</tr>
<tr>
<td>In-house resuscitative training</td>
<td></td>
</tr>
<tr>
<td>Corporate Social Services</td>
<td></td>
</tr>
<tr>
<td>Clinical Research</td>
<td></td>
</tr>
</tbody>
</table>

Benefits of applying for the Dubai Quality Award

- Achieving Dubai Quality Appreciation Program in 2008 and Dubai Quality Award in 2011 is testimony to the commitment of Zulekha group in providing high quality healthcare to the community
- Understanding the EFQM model provided us with a holistic approach to view our internal and external stake holders
- Understanding and Implementation of the 9 criteria of the EFQM model brought forth several dormant areas for improvement
- Earnest participation by team members and innovative thoughts from team members was obvious throughout the process of preparing for DQA

Advice to Future Applicants

- Ensure that leadership understands and should be key participants in the implementation of the EFQM model
- Every employee should be involved in the process as it is a good learning experience
- Open up to other similar organizations and share best practices in an attempt to set internal targets and benchmarks

Go for it!

The DQA assessment is a strong tool to introspect into your ongoing processes

Zulekha Hospital’s Best Practice: Clinical Privileging and Re Privileging

We share this good practice as we believe that similar organizations can incorporate these processes and customize it to their organization.

To ensure Quality and safety of care provided to patients, it is necessary that the organization makes the “most critical decision” called Clinical Privileging. Through the process of clinical privileging and re-privileging, a collective body in the organization decides what clinical services a doctor can provide. Privileging is specific and it should address the expertise of the individual, available facilities and meet the hospital mission. The process of clinical privileging benefits the patient as it ensures that the patient receives treatment by competent practitioners. This process promotes team work and safeguards the practitioner and organization from related litigations.

Our Approach

Zulekha Hospitals customized a process for implementation of clinical privileges. The process of clinical privileging undoubtedly has a direct impact on quality and safety of care provided to the patient. The gaps in the then prevailing system were identified and proceedings initiated towards process improvement.

The clinical privileging process has following stages (subject to licensing of the clinician)

1. Clinical privileges on joining the organization (Provisional)
2. Clinical Privileges confirmation after 3 months in the organization
3. Additional Privileges
4. Review of privileges

1. Clinical Privileges on joining (Provisional Privileges)

HR in coordination with the respective Head of department (HOD) clinical orients the doctor about the process of clinical privileging. The doctor fills the clinical privileging form suitable for his specialty and as limited by license.
2. Clinical Privileges confirmation after 3 months in the organization

These Provisional privileges are confirmed or denied at the Credentialing and Privileging Committee (CPC) in the subsequent 3 months (with an allowance of 7 working days). The Credentialing & Privileging committee meeting is held once every quarter. The CPC is represented by clinicians, administration, quality and HR. The privileging is based on the inputs received from HOD on the clinician’s performance; review of operation CDs, medical audits or through monitoring data of key performance indicators. Through these different inputs, conflict of interest is overcome. All the above are documented in the focused professional practice evaluation (FPPE). The doctor concerned is informed of the privileging status from the medical director.

3. Additional Privileges

Any doctor can request for additional privileges based on newly acquired training and education subject to the availability of services and facilities. Inputs are obtained as mentioned in the earlier section and an FPPE is done to decide the additional clinical privileges. This process followed will be the same as for the new privilege (additional privileges form used).

Where in the privileges are altered by change in license status or regulatory requirements, the process of privileging is initiated as new (Privilege form marked new).

4. Review of privileges

Reviewing of the privileges every 3 years is the renewal of privileges. This is based on Ongoing Professional Practice Evaluation (OPPE) which has defined criteria (Utilization of Services, Quality of Patient Care, Communication and Interaction and Others including continuing medical education, attitude etc.)

All the above apply to in house, community and visiting doctors. Where community and visiting doctors are involved, the services of marketing department are also availed to ensure better communication.

Where privileges are sought for a new scope, the privileges forms are made based on inputs from literature, near specialty and related society websites.

At every stage of privileging, the HR department ensures that an updated privilege is circulated to the clinician’s scope of area of work and the previously circulated privilege is retrieved. All copies of privileges should be maintained in the HR file.

The doctors, whose privileges are denied, are expected to accept the final order in good faith and will be allowed to reapply for the same privileges only after six months of receiving the initial order. All these documents will be kept in the HR department for the purpose of records.

Assessment and Refinement:

Sustainability of a good practice is the back bone to Continuous improvement.

1. Good practices are gathered at meetings organized by local regulatory bodies and accrediting bodies and our processes are refined incorporating these practices. These practices are also shared with the departmental HOD is provided all necessary documents for privileging of the doctor (example: license, CV, experience letter, recommendation letters (if any), certification etc). Provisional privileges (new) are approved by the HOD in coordination with medical director and concerned clinician. These are based on the individual’s experience, training, current competency and scope of services available in the hospital and the same is informed to the clinician.

The clinician is allowed to practice within the scope of the Provisional privileges granted. The delineation of privileges doesn’t, however, relieve physician of their responsibility to act in the case of emergency to save live.

*This form is edited to suit the submission*
clinicians in the weekly held meetings to increase awareness and compliance.

2. At periodic intervals, HR files are audited to cross check for appropriateness of the privileges

3. Patient tracers are routed through different clinical areas and privileging status of the practitioners are also cross checked during these tracers

4. Medical audits are contributory tools to cross checking for privileging appropriateness.

Results
Streamlining the process of privileging has yielded the following results

Percentage of in house doctors privileged before starting of practice

This was achieved by

- Orientation of doctors on clinical privileging process
- Initiation of clinical privileging at the time of joining in coordination with HR
- Making necessary documents in a timely way to facilitate privileging.
- Involvement of HR and marketing departments in liaising with community doctors and procure necessary documents.
- Scheduling an appointment by the HR with the Practitioner, HOD and Medical director on the day of joining to facilitate this process

2. Increased team work among the practitioners

3. Increased in number of specialized procedures reducing average length of stay (4 to 2.5 days)

4. Increased patient satisfaction on doctor participation in the care by 15% over the last 2 years
Company Profile
The Dubai Medical College, established in 1986 as a public-private partnership between the Government of Dubai, and the S.S. Lootah Group, was a simple but powerful idea - Empowerment of women from UAE to take up the medical profession. The pioneering mission of DMC had a two-fold objective. While making medical education locally accessible, it was also intended to help develop the country by contributing skilled women physicians. DMC graduates work alongside Government doctors during their training and internship phase in Dubai Hospitals. The participation of the DHA in the Executive Board ensures that the Government strategy related to Health and Education is aligned with that of the College. Stake-holder participation in the college leadership ensures their engagement and commitment to achieving the mission of the College.

Benefits of applying for DQA
The institutional effectiveness unit champions change management and strategy deployment within the college.

- The college has used the EFQM (European Foundation for Quality Management) framework as a self-assessment tool consistently for the past 5 years.
- The award cycles created an annual improvement cycle that looks at the institution as whole.
- The feedback and the scores added objectivity to the improvement process.
- The award process helped in building a unified language of improvements that has translated into organizational excellence.
- The excellence mindset in every individual within the organization has helped each one interpret excellence at their own level.
- This has collectively contributed to the organization making strides towards its vision.

Advice to future participants
- This exercise creates tremendous intangible value as shown by the transformational impact on the overall institution.
- The self-assessment and award application process has to be sold within the organization as a learning and development process by the management team. This creates a sense of commitment at an individual level towards organizational excellence.
- The application process should be supported by workshops which interpret the excellence model in the context of the business.

- Taking tips or working with other previous applicants can shorten the learning cycle.
- Applying for the award process is about believing in yourself and your ability to create positive change.

Best Practice
Managing Core process - Course Delivery Rate
Managing the delivery of the integrated MBBCh curriculum is the core process of DMC.

Medical Education
Medical education is unique due to the vast and ever-expanding body of knowledge which has to be applied to real patient encounters. Patient care involves the need for a large quantum of knowledge to be at the fingertips of the physician. This requires multidisciplinary and collaborative teaching with maximum utilization of time and resources.

Traditional versus integrated curriculum
Basic science is traditionally covered by experts in normal versus diseased state. Each of these areas is taught by experts in disciplines related to gross
structure, function, microorganisms and mechanisms of disease. Thus the fields of Anatomy, Physiology, Histology, Pathology, Microbiology and Pharmacology are taught by stand-alone subject experts.

In those days, each of these subjects was taught in the same way as language, history, science and geography are taught to a school student. But, for more than a decade, integration of these subjects based on specific organ systems have been implemented in medical schools the world over. It has been proved beyond doubt that, to achieve a holistic understanding, it is imperative to adopt an integrated curriculum. Integrated curriculum is used for conveying knowledge effectively and meaningfully so that it is relevant to patient care.

Benefits of integrated curriculum

- Avoids redundancy
- Avoids gaps in curriculum
- Leads to contextual and purposeful learning which are based on adult learning principles
- Improves interdisciplinary learning

Challenges of implementing Integrated Medical Curriculum

Many universities confess that implementing it efficiently is not possible. To incorporate a viable and wholly Integrated Medical Curriculum, it is highly important to find the proper balance of curriculum content between Basic Sciences, Clinical Sciences and Social Sciences. Certain disciplines can be integrated more easily than others. Instructional methods, content, faculty work and synthesis of knowledge may vary. Course implementation requires monitoring and conceptual links to ensure optimal student learning. Constant co-ordination and assessment between course directors and faculty of various disciplines are absolutely necessary at every stage for effective implementation of the curriculum in an organized manner.

DMC Curriculum

The curriculum is benchmarked with the best medical curriculum in the world and adapted to best suit the requirements of UAE and the region. The curriculum is sensible, coherent and structured to maximize retention in a setting which focuses on application in real life.

DMC follows the integrated medical curriculum which involves clustering multiple disciplines related to each organ into modules. DMC has taken integration to a different level by incorporating the latest advances in student assessment into a curriculum which looks at the patient as a whole. All departments teach a specific module at the same time, so that the student can understand the structure, function, disease, diagnosis and treatment as a continuum.

DMC had initially adopted integrated curriculum in 1998 for the pre-clinical courses between various subjects and later in clinical sections. Over the years, DMC has become a pioneer in managing this process, progressing gradually but steadily. The incremental integration achieved over the years exemplifies the process improvement culture of DMC.

Integration makes it very difficult to manage the course content but it facilitates learning which is more effective. The most significant component of this exercise is the preparation of the time table and monitoring the progress of the course in various dimensions and functional area.

Delivery of the course material being the core purpose of the college, a great deal of effort has been put into making it cohesive and systematic. DMC, in this process, found an effective way to monitor and improve the course delivery rate thereby resulting in the overall improvement of the course.

Challenges

- To balance teaching load of each department and maximize efficiency
- To utilize the fixed teaching hours for each discipline within a specified duration
- To achieve smooth delivery of topics in sequential order
- To be flexible for implementing improvement initiatives
- To compensate/cover for faculty release time given for professional development

This requires meticulous adjustment of time and topics involving interdisciplinary collaboration of faculty. In order to overcome these challenges, DMC has put in place a course delivery management system which involves all members. It is continuously fine-tuned over the semester and has been progressively improved upon over the last 5 years.

Course Delivery Management at DMC

Being pioneers in medical education in the region, DMC will share this innovation as a best practice to other health education institutions in the UAE. This is a contribution to the literature of higher education as a collaborative innovative process of curriculum management that emerged from the experience of the college.

Objective

To monitor and manage course delivery rate and implement an effectively integrated curriculum throughout each semester with optimum utilization of time allotted to each department.

Approach

1. Course Delivery Rate is used as a leading indicator to monitor deployment of integration. DMC follows a Semester System where the total hours allotted for each discipline is fixed and has been benchmarked with medical education internationally.

All departments teach their respective disciplines through longitudinal courses throughout the 5 semesters. The courses of each department are clustered around body systems to form circulatory system module, digestive module, endocrine module etc. In order to suit the weekly load of every teacher and maximize benefit for the student, a unique course delivery rate monitoring system has been put in place. This system has been continuously evolving over the last 7-8 years and helped smoothly balance the needs of faculty and students.
2. Timetable Management for integrated curriculum is done every week. The findings and the challenges are presented every month to the Faculty Board. In 2007 when it was first introduced, it was found that the actual course delivery rate in comparison to the expected hours showed discrepancy. With this innovative system, the ratio of allotted versus total hours helps to analyze, predict and plan for the future weeks. Monthly adjustments for the rest of the weeks helped prevent overcrowding or overloading.

Deployment
This intricate curriculum management at the micro-level has been adeptly managed by a team of course coordinators.

Every week the Timetable Subcommittee prepares the plan for the next week. Every month, the Course Delivery Rate is presented to the Faculty Board and is evaluated by all members. Several useful indicators as tools for monitoring course delivery have emerged out of this exercise.

Benefits achieved:
- Over the years this has evolved into a system whereby the hours of each department/week can be balanced even before the academic year has started.
- This dynamic system means that there is adequate flexibility for faculty to attend conferences, conduct research and to introduce changes in the curriculum.
- This led to continuous improvement with a very short lag time for new initiatives.

Assessment and Review
The 16 weeks within a semester are evaluated at checkpoints 4 -6 weeks apart. The specific indicators which are analyzed at every meeting are illustrated in the flowchart shown. Other nonspecific indicators which are assessed from time to time are the ratios, which have revealed more indicators for balancing the curriculum for optimum use.

Course Delivery as an example of process Improvement
Leading indicators of program delivery which help monitor whether the course is delivered and managed to achieve maximum benefit for students.

<table>
<thead>
<tr>
<th>Course delivery tools</th>
<th>Integration status of curriculum</th>
<th>Changes in curricular &amp; extracurricular plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-2007 Single meeting at end of semester</td>
<td>• Hours not balanced</td>
<td>Elective Project: introduced research</td>
</tr>
<tr>
<td></td>
<td>• Crowding of teaching hours in the last 2 weeks</td>
<td></td>
</tr>
<tr>
<td>2007-2008 Ratio of allotted versus total hours</td>
<td>• Variable course delivery rates in some subjects</td>
<td>Specified time allotted in 2nd semester for research articles ‘Introduction to Clinical medicine’ started</td>
</tr>
<tr>
<td></td>
<td>• Crowding in some subjects</td>
<td></td>
</tr>
<tr>
<td>2008-2009 Ratio of actual versus allotted hours</td>
<td>• Re-distribution of hours within departments</td>
<td>Clinical skills course for 3rd year</td>
</tr>
<tr>
<td>2009-2010 Ratio of theory versus practical hours</td>
<td>• Improved course delivery rate</td>
<td>• Expansion of clinical skills to 2nd year</td>
</tr>
<tr>
<td></td>
<td>• Variable student activity hours were detected. Actions taken</td>
<td>• Auditing, OSCE of Primary Health Care</td>
</tr>
<tr>
<td>2010-2011 • faculty load calculation</td>
<td>• Some departments well aligned due to course maps</td>
<td>Introduction of Community medicine and Parasitology into integration</td>
</tr>
<tr>
<td></td>
<td>• Monitoring of student activity hours</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Student activity hours completed</td>
<td></td>
</tr>
<tr>
<td>2011-2012 • Balancing of student load with faculty load</td>
<td>• 100% course delivery rate</td>
<td>• Moved 30 hours from 2nd to 1st semester in Y1 to balance student load</td>
</tr>
<tr>
<td></td>
<td>• Mandatory ‘Departmental course map’</td>
<td>• Community based research introduced,</td>
</tr>
<tr>
<td></td>
<td>• Better time efficiency of the coordination process</td>
<td>• increased hrs allotted for pre-requisites in w1 to w6</td>
</tr>
<tr>
<td></td>
<td>• Better integration with topic wise course rate planning</td>
<td></td>
</tr>
</tbody>
</table>
Example of program delivery rate evaluation

This is an innovative method devised by DMC as a leading indicator to monitor Course Delivery Rate in the Integrated Curriculum. It is done by the Course Coordinators of each year for each semester. The rate is presented at Faculty Board meeting at week 7 and week 11 to make adjustments. This helps ensure 100% course delivery rate by week 16. An example of a simplified version with 3 checkpoints in one semester is given.

Result

The direct outcome of this system has been learner autonomy, faculty empowerment and reduced faculty talk-time with minimum redundancy.

As an indirect measure, student satisfaction rate on the teaching methods and their motivation to learn is improving steadily and we have exceeded our benchmark of American Association of Medical Colleges.

Reference on data of our benchmark 2012 Association of American Medical Colleges. All rights reserved. Reproduced with permission
Al Gurg Paints (AGP) has been providing protective and decorative coatings to residences and commercial structures in the UAE since 1989. An ISO 9001:2008 certified company; AGP’s brand portfolio includes Dulux and Leiggs (from Akzo Nobel/ICI and Leiggs UK respectively) and the indigenous Oasis, enabling it to cater to paint consumers for decorative, industrial purposes. Also, Kansai brand Alesco assists in servicing the niche automotive refinish segment.

Apart from a Pan UAE reach, AGP has a wide export base covering Africa, the CIS, Indian Ocean belt and the Indian sub continent in Afghanistan and Pakistan. In the GCC region, AGP’s coatings find heavy usage in Qatar and Oman.

The Dulux range sold directly to Contractors, Applicators & Developers is used for interiors, exteriors, offices, villas, commercial and residential complexes whereas Dulux Decorator Centre (paint boutiques) in Sharjah and Dubai provide professional inputs to consumers.

Leiggs Paints have a wide range of industrial paints coatings which cater to the oil & gas, petrochemicals, refineries, heavy engineering industries, steel, aluminum plants and fabrication units. Leig’s range is used on steel and metal structures such as tanks, pipelines, structures, floors, decks and concrete substrates.

Also, Leiggs Firetex brand is a very well accepted product in the intumescent fire protection segment.

Oasis coatings are used in the ancillary industry segment like porta cabins, scaffoldings, drums and barrels as well as in the decorative segments for offices, houses and residential complexes.

Kansai brand is used in the automotive refinish segment catering to light as well as heavy vehicles in UAE automotive industry.

AGP LLC is part of the Easa Saleh Al Gurg Group with interests in Trading, Retail, Projects and Manufacturing activities. AGP has its factory and head office in Sharjah with a branch in Abu Dhabi and a resident representative in Qatar. Its showrooms named Dulux Decorator Centres are in Sharjah and Dubai. AGP’s existing manpower strength is 118 numbers and comprises of multinational and multicultural identities.

AGP is one of the leading players in the paint landscape of UAE with the following vision and mission statements:

**Vision**
- To become one of the leading, reputed and respected paints and coating companies in the UAE.

**Mission**
- To be a preferred paint company to AGP’s existing & potential customers.
- To be an environmentally friendly paint company.
- To be amongst the top 3 paint companies in UAE by 2014.

**Benefits of applying for the DQAP served as an:**

1. Effective self-assessment tool whereby we were able to identify our strengths and areas of improvement in a structured manner whilst benchmarking with an internally recognized excellence model

2. Excellent opportunity to involve team members at all levels of the organization to think innovatively of improvement initiatives and participate in the change
management process

3. Highlight excellence aspects of a business which tend to be forgotten during routine operations and reintroduce the importance of working consistently on them

4. Improving written communication skills especially with respect to effectively communicating the submission as concisely as possible without losing out the effectiveness.

Advice to Future Applicants

1. Participate with an open mind as the benefits are immense with respect to learning

2. Involve as many people in the organization as possible as not only do others get an opportunity to learn but also help develop healthy interaction amongst members and contribute to team building activity

3. Document important events, happenings, successes, failures and preventive measures, build track records, develop dossiers as it all helps substantiate the various claims/actions taken reported in the DQA submission

4. Nominate one project leader so that coordination is easy as well as point of responsibility well established

Best Practice: Performance Review Mechanism

Objective - To introduce an effective performance review mechanism leading to improvement in the following:

1. Increased sales
2. Improved debtor days
3. Improved stock turnover days
4. Improved cash flow (on account of better collections and reduced stock holding)
5. Breakeven sales
6. Net profit per employee
7. Number of new raw materials introduced
8. Reduction in overdraft

Simultaneously, sales were monitored and this effectively led to improved collections and higher turnover.

This review session also helped in other ways viz: developing a cohesive unit since all the members participated; knowledge sharing and inculcating a sense of healthy competition.

Similarly, stock position was reviewed and discussed with the Sales & Purchase teams to ensure that not only are the existing stocks consumed but needless stocks are also not generated which would result in higher inventory levels of redundant items and a dead loss.

Finally, Technical and Purchase teams were engaged regularly in developing newer raw materials as well as alternative sources to reduce the dependence on existing suppliers and achieve better pricing and availability.

AGP’s management realized that technology can be effectively leveraged to optimize time management for achieving quicker, simpler and better results in day to day operations. Hence, usage of computers (desktops and laptops) was embraced more aggressively. Modern management system like SAP was introduced for data collection, assimilation and analysis which otherwise was a very labourious and human intensive exercise. In addition, reviews like sales, collections, stocks etc were conducted on SAP live so that real time status was displayed and timely actions could be taken instead of working with aged information, which was inappropriate in a dynamic business environment.

Lastly, required team members were given hands on training in various modules in SAP so that they were able to make effective use of the available information for making informed decisions.

While the above was done at the entity level, the Group General Manager also initiated an in-house developed Balanced Score Card (sample template attached as appendix 2) for all entities. This captured vital parameters in the weekly dashboard and was reviewed on a bi-weekly basis with every Business Head. Thus multiple reviews ensured that the health check of the organization was conducted on a regular basis leading to improved performance.

Additionally, the GGM also held a MIS meeting every month reviewing the performance of the previous month which was a detailed analysis of the operations for the benefit of the shareholders.

Results

Diagram 1: Brandwise sales volume
Diagram 2: Key processes - debtor days

Diagram 3: Inventory Holding

Diagram 4: Net Cash Flow

Diagram 5: Breakeven sales

Diagram 6: Average NP per employee

Diagram 7: Number of New RM Introduced

Diagram 8: Overdraft Status
Dubai Silicon Oasis Authority (DSOA) is a 100% owned entity by the Government of Dubai, and was officially established pursuant to law no. 16, of 2005, with the objective of developing an integrated technology park highlighting industries built around the production of information and communication technologies using semiconductors and microelectronics.

The free zone is strategically located in Dubai with direct access to the MENA region, DSO’s community spans over 7.2 square kilometres of state-of-the-art office towers, R&D and industrial zones, educational institutions, luxury apartments, villas, hotels, healthcare and a full range of lifestyle facilities which translate into a dynamic ‘integrated’ community where people can work, live and play.

DSO’s objective is to facilitate and promote modern technology-based industries in the emirate of Dubai and make Dubai Silicon Oasis one of the world’s leading centers of advanced electronic innovation, design and development; thus making DSO one of the vital components to establishing a stable knowledge base economy with a pool of skilled talent specialized in the field of technology.

In addition to a state-of-the-art infrastructure, on-site R&D facilities, and Rochester Institute of Technology; DSO offers first-class business support and full free zone benefits creating the perfect environment for technology. It has carefully created a hi-tech eco-system that is specifically designed for technology based organisations to interact and support one another in order for ideas, technology and business to thrive. As a result DSO has become the destination of choice for a wide range of world’s leading technology companies.

DSOA’s hi-tech ecosystem; based on six main elements; which support DSOA’s strategy thus allowing businesses to thrive within the technology park. This hi-tech community provides companies with all business needs right at their doorstep including:

- Direct access to all areas of Dubai and UAE as well as MENA region.
- World-class facilities & infrastructure
- Full free zone benefits and 100% ownership
- Fast and easy business set-up & licensing
- Dedicated business support
- Incubational Environment

DSO has a set its sights to achieve even greater success through tackling challenges and optimising opportunities. Recognising this objective DSO began its journey of excellence in 2009 since the adoption of best practices and approaches that comply with the European Foundation for Quality Management (EFQM) framework and Dubai Quality Award.

Benefits of applying for the Business Excellence Awards

1. The findings reported have helped us focus our strategies for the coming years and better align ourselves in meeting our long term targets and objectives.
2. It fosters a new way of thinking based on best practices identified worldwide and helps inculcate a culture of continuous improvement.
3. The extensive review undertaken by the Assessors (comprising of a mixed group from different business facets) bring in further value to the assessment process and allows the applicant the opportunity to learn more about practices undertaken elsewhere.
Advice to Future Applicants

1. No matter how small or large the organization, or how many years of service, application of the DQA/EFQM model enables any institution to foster a culture of excellence within all aspects of its business.

2. It helps to introduce the framework within the organization from top-down and across all departments/units well before applying for the award.

3. Develop champions across the organization who clearly understand the model and can also drive it across all units.

4. Undertaking this “journey” should be considered as one that has no end. Being a recipient of the award does not denote an end but the start of another journey towards improving systems further.

Best Practice - Values Stories & Legends

Introduction

To be able to meet our objectives and to ensure alignment of all individual efforts, the development of core Values within the organization was deemed essential. The importance of establishing Values was driven by Management as it would help guide personal behaviors and streamline them within the professional context as expected by the business.

Plan Forward

It was essential that the development of the corporate values was an undertaking which included not only Management but also employees within the organization. To ensure the right Values were selected which also represented the business needs and expectations a taskforce was identified which included Senior Executives, Executives and Employees from different departments and levels. The project was driven by the Deputy CEO herself in coordination with the taskforce.

The taskforce developed key phrases which represented the behaviors expected within DSOA. These phases were also selected based on alignment with the core competencies (IMPACT – Initiative, Meeting Client Needs, Problem Solving, Accountability, Communication and Teamwork) which were established in XXX.

To encourage validation of the Values within DSO a program was designed entitled ‘Stories & Legends’. This program was designed with the sole objective to encourage employees of all grades to report in stories where Values were demonstrated.

As with all projects within DSOA, branding is considered a core component to the success of launching any new initiative. Similarly Marketing along with the Taskforce was involved in not only creating the overall concept of this program, but also its unique ICONS for each of the DSOA Values.

These ICONS were later incorporated within the Stories & Legends program.

Go Live...

DSOA Values were officially launched in 2010 across the entire organization. The launch was designed to raise awareness about the program, its expectations from employees and the Stories & Legends initiative. But more importantly the launch was designed to have fun!!

Games were organized which incorporate identifying the values and its corresponding statements, working in teams etc. During these sessions employees were also informed of the negative and positive behaviors associated with each of the Values to help enforce them.

Cupcakes were handed out to all employees which represented the 6 Values and were well received by all.

Stories & Legends
Integration within Tamayozi

Not only are initiatives and programs introduced in DSOA aligned to the Values; the Values have also been incorporated as the criteria for the Employee Excellence Award Program (Tamayozi). This program was initiated in 2011 to recognize outstanding employees based on a criteria revolving around the Value, Competencies (IMPACT) and positive behaviors expected.

Review

As part of the improvement process this program too has received a facelift whereby a new Value has been introduced to the organization i.e. Innovation. Furthermore ‘Self Development’ (S) has been introduced to the competencies framework (now IMPACTS), where the link to innovations has also been outlined.

Being a Technology Hub this value is considered important to have present within the employees of Dubai Silicon Oasis as it will help us achieve our long term objectives and strategies geared towards ‘Excellence & Innovation’

New Value – Innovation

Result & Achievement

Through the introduction of the Values, the organization has been able to

1. Introduce core programs/initiatives to reinforce the Values
2. And more importantly guide DSO in achieving its goals in a manner deemed responsible not only to the Community it functions in but also to its People.
Company Profile

School Transport Services LLC (STS), established by trusted transportation professionals with over 50 years of experience to provide strategic solutions to students' transportation issues and respond to all critical needs by creating smart solutions to unique situations involved in school bus operations.

STS commutes approximately 57,000 students in the U.A.E. operates a fleet of more than 1400 buses in 1500 routes and 110 areas, covering more than 135,000 kilometers every day. Presently STS is providing transport services to 37 schools in the Educational Sector and 26 business units in Non-Education Sector. STS has now expanded its business activities from School Transportation to charter bus service, staff transportation, Corporate Units, tourism segment and hotels.

Vision

To be the world’s leading transport service and transport management solutions provider, earn our customers’ confidence through integration of technology and operations, continuous improvement, quality, sustainability, safety, commitment and innovations.

Mission

To provide safe and reliable transport services and transport management solutions to our esteemed customers at the highest levels of safety, quality, customer service and positive employee relations.

Our milestone achievements and the journey of quality

STS is the first proud winner of the prestigious Dubai Award for Sustainable Transport (DAST Award) in the year 2010 in the category of School Transportation. The first transport company to sign a Memorandum of Understanding with the Road Transport Authority, Dubai with the purpose to support and unify the efforts to provide services to all classes of customers.

STS is the first and only school transport provider in world to get accredited with ISO 9001:2008 (Quality) System Certifications (UKAS Management Systems) and OHSAS 18001:2007 (Occupational Health & Safety) System Certification (Swiss Certification) for the scope of provisioning of Transport Services to the Schools, Hotel and Tourism in the U.A.E.

STS is also the first school transport provider to be selected as the winner of the Government of Dubai’s prestigious Dubai Quality Appreciation Program Award during 2011.

Unique features of our operation

STS strongly believes that the journey of excellence is never ending. It encompasses every part and every process in our company. As such a journey depends on visible results delivered continually to all our stakeholders. We have started the journey with simple initiatives that produce results quickly and later develop into 3-year integrated program that assured overall success. Our excellence program unites our staff, our customers and our suppliers by engaging them in a common set of goals. STS has developed an integrated approach involving, technical, operational best practice, training, awareness and learning measures.

Benefits of applying for the Business Excellence Awards

- The Dubai Quality Award provides us with an independent assessment by highly efficient and very well trained assessors of Dubai Quality Award team, of our progress against our strategic goals.

- The DQA assessment process not only allowed us to scrutinize our current systems, internal effectiveness but also demonstrated our ability to external evaluation. The assessment provided an opportunity to objectively reiterate our strengths and carry on the journey of improving our operations while raising industry benchmarks.

- The application process allowed us to analyze key operational functions and effectively eliminate process variations and non-value added activities by aligning organizational resources with corporate goals, strategy and vision.

- The submission process revitalized the working spirit and contributed to a renewed spirit of team work. It helped us to spread the awareness of our ‘strive for excellence’ throughout the organization and has successfully boosts employee morale.

- The enhanced awareness of the business excellence model and concepts has enhanced the work culture, enabled us to stay focused on the implementation of latest technology, operational best practices and ensure continual improvement.

- The assessment process is an opportunity to subject the organization’s management framework
to thorough evaluation by a group of external and independent assessors. Their feedback is valuable in terms of identifying areas for improvement.

Advice to Future Applicants

- **Business Excellence Team**: Ensure that a Business Excellence team is in place, sponsored by the top management to support a business excellence culture and to facilitate regular well-structured self-assessments, identify gaps and implement action plans. Enroll as many as members as possible from the business excellence team as DQA assessors and get them trained from Award Office.

- **Key Coordinator & Trained Assessor**: Appoint a key coordinator who fully understands the EFQM model and he was also trained as DQA assessor by Business Excellence Department.

- **Cascading of excellence culture to all tiers**: Adopt a strong commitment towards business excellence and to achieve it, ensure to cascade the business excellence culture across all tiers of the Company using top-down and bottom-up approaches. Also apply the model criteria with full conviction, develop a clear strategy and follow up on assigning responsibilities.

- **Leadership and Cross functional team**: Ensure leadership commitment, formation of cross functional excellence team and self-assessment. Regularly benchmark approaches / outcomes and implement actions to close out gaps.

Best Practice - “Total” Safety

In response to the rapid growth of U.A.E., Dubai in particular, STS as a learning organization has established an effective, efficient and safe transport system through an integrated approach involving Technological, Operational best practices, Training and Awareness and Learning measures named as ‘TOTAL’ safety.

The approach - ‘TOTAL’ safety was developed after considering the input from internal and external stakeholders. Formal feedbacks taken from parents, students, teachers, school administration, RTA, drivers, bus attendants, section heads and senior management team of STS and developed a four dimensional safety approach involving technical, operational best practice, training, awareness and learning.

Reasons for proposing the approach

Addressing the specific safety issues and concerns involved in various aspects of transport system in an appropriate way and is considered as an important function at STS. In today’s challenging world and shrinking budgets due to economic slowdown, it is further more important to develop an initiative which addresses the issues like disruptive, violent, bullying and harassment of vulnerable students; intensifying traffic congestion and increasingly aggressive motorists, exposing children to greater danger at bus stops; requirements of training of drivers and attendants; ensuring deployment of safety awareness programs for all other stakeholders including student, parent, clients and customers that address current problems and concerns and fosters a high level of safety awareness.

Specific Objective

The main objective of the initiative approach is to introduce latest technologies like Global Positioning System (for vehicle tracking), Video Surveillance System (monitoring of bus staff and student behaviour), Electronic Attendance System (Capture attendance & movement of passengers), Panic Button (attend immediately to emergency situations), Bus Scan Button (ensures no child left unattended inside the bus after the trip), Student Safety, Fleet Management and Operational efficiency reports and provide safe and highly reliable services to all the passengers of STS.

The second major objective of the initiative ‘TOTAL’ safety is to identify best operational practices like pre-trip inspections, post-trip inspections, dedicated route management team, fleet inspection team, crisis management teams, emergency response procedures, risk assessment, mystery shopping investigations, safe dispersal practice, code of conduct for passengers, Parent Authorization Card, toll-free and group free call facility, established and implemented in the transport system to ensure highest safety standards.

The third major objective of the approach is to Improve road safety and through training and awareness activities, targeting all the stakeholders involved in the school transportation. Also ensure transfer of knowledge from practices and techniques and increase awareness of safety issues.

The fourth major objective of the approach is to follow world-class standards and regulatory requirements, develop an integrated management system, define priorities and ensure adequate resources and ensure high level of safety and security.

Deployment

The approach was developed systematically in three stages development, implementation and monitoring, considering the short and long term requirements of STS. Schedules were prepared for each component of the initiative and followed well. STS had developed a well-defined strategy, guidelines and manuals for the entire process and referred at every level.
STS as a learning organization has deployed the integrated approach ‘TOTAL safety’ to address issues like bullying and harassment of vulnerable students; student being left unattended after a trip; exposed children at bus stops; bus staff behaviour & performance; intensifying traffic congestion and increasingly aggressive motorists etc.

STS has introduce latest technologies like Global Positioning System, Video Surveillance System, Electronic Attendance System, Panic Button, Bus Scan Button, Student Safety, Fleet Management and Operational efficiency reports and integrated them well with best operational practices like pre-trip / post-trip inspections, dedicated teams for management of routes, risk fleet inspection, crisis, emergency; Safe dispersal practice; Code of conduct; Guardian Card etc.

Further enhanced the measure to improve road safety through training and awareness activities; transfer of knowledge from practices and techniques and increase awareness of safety issues.

All the aspects of the initiative were linked with annual budgets to ensure right balance between innovative initiative and overall growth of the business. The Senior Management Team was consistently monitoring the plans and adapted well to changing internal and external conditions and ensured effective implementation of the approach.

Executive leadership and commitment (decisions coming from the top down) was ensured for the entire initiative; The Senior Management Team focused on setting of clear implementation goals, followed up by setting of milestones and timeline for each sub-measure of the initiative. Clear strategies and priorities, open communication, effective coordination, down-the-line leadership with clear accountability and authority were the success factors of effective deployment.

We have organized training sessions for all the personnel involved in the process from the manufacturers of equipment (GPS, CCTV, Scanner, and Bus Scan Button), technological specialists (IT service provider & Software developers) and Government Authorities (RTA & Dubai Police). This has resulted in familiarity with product, knowledge of the system and ensured quicker implementation.

Assessment and Review

Scheduled weekly implementation progress meeting were conducted to assess and review any steps needed to complete the assignment as per the original plan. These meetings had also kept everyone accountable to the task assigned to them. We have also worked on the plans on how the effectiveness is going to be measured is also identified and planned before the implementation began.

By developing a customized implementation strategy which works well for STS, we have successfully implemented the approach - ‘TOTAL’ safety.

Monitoring and Measurement

STS had developed a system of monitoring the effectiveness of all the activities implemented as part of the safety initiative ‘TOTAL’. The following measurements are captured in the control room on real time basis to ensure effective implementation of the technological initiatives.

- Tracking records of Global Positioning System
- Recordings of Video Surveillance System
- Passenger Safety Reports like ‘passengers absent’, ‘log in & out’ and ‘left behind alert’.
- Fleet Management Reports like location tracking, over speed, geo-fencing and fusion chart.
- Operational efficiency reports like capacity utilization, idling report, odd-hour usage and fuel.

The management system developed for the operational best practices by STS ensures accountability though KPI of the dedicated route management, fleet inspection and crisis management teams. The records of risk assessment and safety audit are the indicator which allows us to address the potential risk areas. The records of all the training sessions and workshops conducted by STS are maintained separately and its effectiveness is measured periodically.

We also maintain records like violations records, records of incidents, complaint management system, records of disciplinary issues, mystery shopping investigation records, customer satisfaction surveys, employee satisfaction surveys, records of risk assessment and safety audits.

Results

STS is successful in implementing the initiative with a four dimensional approach – Technical Operational best practice, training, awareness and learning organization. All the buses of STS are installed with GPS tracking devices. Every GPS tracking device is connected with a SIM card with GPRS technology and supported by a specialized software (ERR system). Installation of GPS in buses has improved the transport safety standards.

Installation of Video Surveillance System (CCTV) is another major safety initiative taken to provide maximum safety to passengers travelling in our buses. We have carried out due diligence to ensure that the Video Surveillance System is fool proof and cannot be tampered with.

The in-house Electronic Attendance System with bus based scanners integrated with our GPS tracking device and monitoring software is the another technological innovation introduced by STS. All the buses are fitted with scanners and students are issued with ‘Bar Coded ID cards’ and the attendance
is captured on real-time basis.
The well-established Control Room which monitors the movement of buses and students log in and out of the buses is a unique technological feature of STS. Attending of panic button alerts, bus scan reports, students’ safety, fleet management and operational efficiency reports and alerts are the main functions of the Control Room.

STS has integrated the operational best practices like pre-trip inspection, post-trip inspection, and display of no passenger board after every trip, risk assessment, safety audits, emergency response procedures, mystery shopping investigations, safe dispersal practice, code of conduct for students, passenger drop off practice, dedicated fleet inspections and route management teams and them very well with technological initiatives.
STS has developed a very well planned training program for drivers, bus attendants and other staff members involved in transport system. Class room training, behind-the-wheel training, workshops, role plays, safety programs, campaigns are the various methods adopted towards training and awareness of safety. Targets were set for each activity and business units through well-defined KPIs. The outcome is compared with corresponding period and similar business units. The trend of the outcome is assessed and discussed on regular basis with the process owners.

The major achievement after implementation of the approach is as under:

- Achieving the KPI – ‘0-passenger injury’ while commuting over 57,000 passengers in 2000 trips in more than 1500 routes of 110 areas, covering more than 135,000 kilometers every day.
- Incident and near hit ratio per vehicle had come down from 0.317 to 0.198 per annum and intron the insurance premium came down from 4.2% to 1.7% from the year 2009 to 2012.

- Performance of the driver is checked through the tracking of vehicle amounting to 28 million kilometers per annum is done through GPS tracking system, resulting in better route management, adhering to time given for pickup and drop off, prescribed route and trip; reduction in distance travelled, improved driving habits, driving within acceptable speed limits and in turn reduced incidents.

- 11 Million Passengers’ attendance per annum is captured through our electronic attendance which enabled us to achieve our KPI – ‘0-passenger being left unattended after a trip’.

- Visible improvement in the performance of driver and bus attendant and achieving of the KPI – 100% solving of passenger disciplinary issues inside the bus is achieved after installation of Video Surveillance System and Video Records back up to 900 hours in buses.

- The reduced complaints through 800-STSS toll free numbers and customers were achieved through third party Mystery Shopping Investigations by business units; fleet inspection carried out fleet inspection teams.

• Improved customer satisfaction, employee satisfaction, feedback reports from the Control Room visitors are the other supporting evidences for the success of the initiative.

• The accident ratio per vehicle had come down from 0.3179 to 0.1982 per annum from 2009 to 2012. The insurance premium had come down from 4.2% to 1.70% from 2008 to 2012, after implementation of the program.

For further details, please write to us
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Mission
Our mission is to help people build and maintain facilities through sustainable FM Solutions. We are committed to providing the highest level of service by delivering quality, dependable, on time delivery & service and partnerships built upon excellence & mutual relationship.

Vision
We envisage being a facilities management company of excellence

Our Core Values
Integrity, innovation, excellence, respect, accountability and teamwork.

People Resources - Our Asset
Executive Team includes LEED APs, Green Consultants, IMS Lead Auditors, EFQM certified and DQA Assessors.
People are the most important assets at Power. Its 3500 employees are an integral part of the company’s vision and the Human Resource practices adopted are benchmarked with the best in the industry. Training and Development are an integral part of every employee and the company ensures that its employees exceed industry benchmarks through actively promoting their participation in international workshops and seminars.

The company’s skilled workforce has been quick at adopting international quality and management practices which has helped the company in generating higher productivity.

Services Provided
As a “Total Facilities Solutions Provider” Our Service Continuum starts with building facilities and ends with managing and maintaining them. Specialist in Providing Janitorial Services for the following Industries.
Health & Safety
At Power H&S practices has the highest priority. Hence throughout our entire management process, safety and health aspects are factored into risk assessment, training & education and contingency response, with a stress on continuous improvement. We have thus adopted Process Safety Management and have implemented safety and health management systems such as OHSAS 18001. We have also realigned and integrated various safety and health systems into Responsible Care, a voluntary, sustainable initiative of chemical companies to bring increased efficiency and performance.

State Of Art Infrastructure
We understand the immense value of infrastructure in creating an environment that encourages sustainability, Zero HSE incidents and enables flawless, convenient operations. By empowering our team with the latest facilities and fastest technologies available today, we maintain a smart workspace that is most conducive to creating an environment that encourages sustainability, practices.

Fully Automated Call Centre 24*7
Power Group utilises fully automated CMMS Software to manage & maintain both buildings and assets including both fixed plant assets (e.g. hot water) and moveable equipment (e.g. hoists) that are critical in order to provide Service to customers.

Call Centre is the communications hub of Power Group. This unit provides information support services regarding the status of your work request. It receives and processes emergency, maintenance and work requests and also processes complaints and feedbacks.

Benefits Of Applying for The DQAP:
1. As the advantages of utilising the DQA Model are observed in the improvement of the company’s performance indicators; at Power Cleaning Services & Building Maintenance, the level of satisfaction of all our stakeholders has improved year by year. This motivates us to maintain the direction we are progressing on

2. The most valuable part of the DQA process is having a team of internationally respected assessors giving us a comprehensive feedback report on which we are basing our improvement programmes.

3. Being a part of DQA gives us the opportunity to gather with other leaders and achievers from different fields and sectors. Together we are creating network, discuss and share new ideas, and most importantly celebrate another’s

Advise To Prospective Applicants
1. The DQA preparation and assessment process should be taken as a journey towards improving functions, rather than as an end in itself.

2. This is not a project rather it is a way of bringing excellence in business.

3. Adopt a strong commitment towards excellence that can only be accomplished through cascading the culture across all tiers of the organization.

4. Provide resources, inspiration and support.

5. Don’t Expect quick results/ solution to all the problems

Best Practices I -
Employee Improvement Project- Power Way
The Process of Empowerment: Empowerment at power is addressed through the

• A willingness by managers and supervisors to give others responsibility.

• Training supervisors and employees in how to delegate and accept responsibility.

• Communication and feedback to tell people how they are doing.

• Reward and recognition.

1. Giving Employees Responsibility: Facilitating Employee Involvement

Based on the People Performance. Power identifies people who are well suited for the work they are doing, and who enjoy their work, and others who seem to enjoy their work less, and perhaps are not so well suited for it.

Facilitating employee involvement requires recognizing the value of each individual, understanding human motivations, assigning people to positions in which they can be successful, and listening to employees.

Managers and supervisors turn over responsibility through on the job training and. Leadership Training Program called Managing the “Power Way”. The course identifies ten key management behaviours that Power Values:

1. Productivity 2. Quality 3. Entrepreneurship and innovation 4. Action orientation 5. Recognition that people are the difference 6. Responsibility and accountability in all jobs 7. Teamwork 8. Communication 9. Safety of people 10. Social responsibility and ethics. The course covers what to communicate for each behaviour, what actions to take, and how to follow up and monitor progress. Many of the actions encourage employee involvement. For example, one of the quality actions “involves employees in achieving and improving quality performance”. For entrepreneurship and innovation, managers are told to “encourage others to
use sound, creative thought and action that can lead to innovations”. For people are the difference, managers must “assure that people understand their responsibility to make the greatest, most positive difference they can”. The behaviours and actions overlap, forming a cultural web that defines continuous improvement for Power.

- **Training Employee to Accept Responsibility (3b):** This second part of empowerment is to train employees in their new roles. This is done through on the job training and through external training programs.

- **Communicating and Giving Feedback (3d):** Teams are given feedback at Quality Meeting & MRM. Each team has a management sponsor who provides support and advice. Managers and supervisors are trained in giving feedback during the “Managing the Power Way” course. Teams present their progress, and management offers on-the-spot feedback. All these opportunities and more are encouraged as integral to continuous improvement.

- **Giving Rewards and Recognition (3e):** Power ties its rewards and recognition, the fourth part of empowerment, to the behaviours identified in “Managing the Power Way”. In place of annual performance reviews, employees participate in more frequent dialogue sessions with their supervisors. The sessions focus on linking employee activities to the company’s results. Employee contributions to Power’s quality and performance objectives are honoured in a host of recognition programs.

### Following projects have been implemented through Employee Involvement & Team Work in Continuous Process Improvements

<table>
<thead>
<tr>
<th>Program</th>
<th>Training</th>
<th>Feedback &amp; Rewards</th>
<th>Learning</th>
<th>Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machine Maintenance (2008)</td>
<td>External Training by Continental Trading</td>
<td>Machine Down Time measured &amp; communicated. Employee promoted from Office boy to Maintenance In Charge</td>
<td>Team Size increased from 1 to 2 and new personnel trained in 2010</td>
<td>Lead Time reduced (9b)</td>
</tr>
<tr>
<td>Job Enrichment Since 2008</td>
<td>Assigning temporary assignments as Substitute through on the job training</td>
<td>Performance reviewed. Following posts have been filled through this approach NE Branch Manager, DXB Operations Manager AUH, RAK &amp; AAN.</td>
<td>Leadership Training</td>
<td>Subordinate development</td>
</tr>
<tr>
<td>Job Enlargement</td>
<td>increasing the scope of a job through extending the range of its job duties and responsibilities</td>
<td>Those workers who are involved in Job Enlargement projects have higher wages than other workers</td>
<td>On the job Training for doing the additional jobs.</td>
<td>Labour Productivity Increased (9a)</td>
</tr>
</tbody>
</table>

ESS Rating for Team work has increased in from 78 % in 2008 to 81.95% in 2011, as a result of these initiatives.
employees were appraised and development plans were based on these competencies agreed and fixed individual and team annual goals. This appraisal is also used to determine elements of performance related pay, promotion and salary increases (3e). The Effectiveness of this approach is measured through ESS (7a)

In 2011 based on the best practices from Anglesey Sea Zoo, Wales’ largest marine aquarium, we refine our approach to appraisal to include each appraisal factor to be rated on a scale of one to five and both managers and employees fill in the form.

“In June 2011, we invited staff to mid appraisals as pilot study in writing, including a copy of the appraisal form to fill in. The completed form is discussed during the appraisal itself, with an emphasis on constructive two-way feedback. As well as covering the defined performance objectives, we discuss related issues, for example, how training can help employees achieve their performance objectives.

“After the appraisal, team leaders documented the discussion and put action points and timescales against each item before circulating a copy to the employee. However, the desired outcome isn’t for team leaders to provide a ‘to do’ list. We encourage employees to formulate their own solutions to any issues identified. That way they feel more involved and in control.”

The effectiveness of this approach is measured in the appraisal form itself and we found that 90% of the staff have said that it has improved their morale. Comparing the two perspectives has been very useful for resolving mismatched expectations. Providing a forum where staff can express their views and have issues addressed definitely boosted motivation, as does giving praise where it’s due.

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Company Profile

Emirates Group Security is a multi-faceted organisation that develops and implements security strategies and measures across the Emirates network.

Starting its operation in 1992 with only a handful of staff, Emirates Group Security has since grown significantly in the scope of services that it provides. The organisation now offers a wide spectrum of security services, ranging from general to aviation specific. The department employs more than 350 staff directly and more than 1500 security staff through its service partner Transguard Group (TG). Emirates Group Security extends its special aviation security services beyond Emirates to other airlines that operate in and out of Dubai International Airport on a commercial basis.

The organisation’s commitment to excellence is demonstrated by the fact that every member of staff and management implements the group’s Quality Management System (QMS) in accordance with ISO 9001:2008 standards.

Emirates Group Security offers a comprehensive range of aviation security services that comply with the latest international industry standards and requirements and operates via several divisions, including:

- Aviation Security Operations
- Aviation Security Training - combination of Ground Training and Aircrew Training
- Quality Assurance & Administration
- Investigation
- Fraud Prevention
- Airport Security (Document Check)
- Cargo Security & Aircraft Protection
- Emirates Flight Catering
- Facilities & Accommodation
- Surveillance & Security Planning
- EK Transguard

In addition, Emirates Group Security has joint venture agreements to expand its portfolio to include the provision of university education up to Master’s degree level in collaboration with Edith Cowan University of Australia.

Quality Policy

Emirates Group Security (EGS) is committed to provide quality aviation security and related services which meets international standards of aviation security through the implementation of Quality Management System (QMS ISO 9001:2008). As a result of this implementation, EGS has set an industry benchmark consummate with its rank as one of the aviation industry’s leading organisations.

EGS is committed to continuous improvement of established processes and overall performance using the tool of Total Quality Management (TQM) and through on-going training of staff with measurable quality objectives.

EGS is committed to safeguarding all customers, staff and assets against acts of unlawful interference through continuous review, training and education furthermore to implement international and all other established industry standards and practices so as to ensure a safe and secure environment to facilitate business growth.

Benefits of applying for the Business Excellence Awards

1. Our self-assessment and gap analysis lead us to identify our areas of strength and areas for improvement towards alignment to the model.
2. This has given us an opportunity for learning and to benchmark across other organization.
3. The award application has brought as a high level, cost-effective self-assessment in the form of the feedback document which came from a poll of cross-functional, experienced and professional assessors.
4. The feedback report provided us a focal point towards our continuous journey to excellence.

Advice to Future Applicants

1. Create a committed and dedicated team which is cross-functional.
2. Ensure that the key team has thorough understanding of the Fundamental Concepts of Excellence, RADAR and the EFQM Excellence Model.
3. Ensure that a self-assessment and gap analysis prior to stepping in the excellence journey was done to prepare the entire organization on what is coming.
4. Plan well in advance, at least two years.
5. Ensure that the entire organization is prepared to embrace change, open to feedback and

Our Objective
1. To embed continuous improvement in the entire organization through generation and development of new ideas.
2. To drive empowerment, involvement and engagement of EGS staff in the improvement and innovation in the organization.

Best Practice
Quality Control Circle
Our leader's desire to promote a culture which supports the generation and development of new ideas and new ways of thinking to encourage innovation and organizational development resulted to the inception of QCC. Through the QCC, we established our staff's involvement and ownership in decision making as well as solving problems and challenges, they are motivated and driven to think outside the box and come up with new ideas. To continuously promote this, our leaders developed the process to facilitate our staff's idea through QCC. This process support and nurture our staff's innovative ideas.

Our on-going effort for continuous improvement is based on the evolving needs and requirements of our stakeholders. It is driven by the Emirates corporate purpose and values, and the EGS Mission.

Our strategy towards delivering our stakeholders' needs and requirements involves delivering what is expected of us based on our promises and commitments. We deliver our promise through three aspects of our business strategy: service excellence, operational efficiency; and customer intimacy. From formulation to deployment, we use various defined processes to manage and implement different projects. One of these is the Quality Control Circle (QCC). Through the strong foundation of our Quality Management System, we ensure the systematic deployment of our projects.

The QCC components are
- Quality Control Circle Team Leader (QCC Team Leader) – by default is the unit head or in case of an inter-departmental QCC, it is the person assigned by the management to head the team.
- Quality Control Circle Team (QCC Team) – by default is the unit members or in case of inter-departmental QCC, these are the staff selected to be involved in the project.
- Project Registration Form – upon inception of project within the unit, or group of staff, this form is required to be filled and submitted for project approval and official registry of the project.
- QCC Meeting – all QCC team are required to have a formal meeting where meeting minutes and other records are discussed and kept for proof of event.
- Project Plan – along with the Project Registration form, this document is submitted to support the approval of the project. This is the document detailing the plan of the project proposed by the QCC. This document from time to time is updated.
  - Cost-Benefit Analysis – along with the Project Registration form, this document is submitted to support the approval of the project.
  - Project Report – this is the report that contains all the documents relevant to the project such as the project registration form, project plan, cost-benefit analysis and meeting minutes.
  - Annual Quality Day Event – this is the event to recognize and award the outstanding project delivered and completed.

The QCC process is as follows
1. Formation of a Project Team - Through different sources we have in the organization such as Business Objectives, Problem Solving and Benchmarking, a QCC Team may be formed headed by the QCC Team Leader. By default, the unit itself is a QCC Team.
2. Project Approval & Registration – Along with all the necessary documentation such as Project Plan and Cost-Benefit Analysis, approval of QCC Projects comes from the Senior Management followed by the registration of the project with the Quality Assurance Unit.
3. Project Kick-Off – The first QCC meeting kick start the project. This meeting is critical as it sets direction for the entire team through development of Action Plan and maintenance of relevant documentation such as the Project Report.
4. Project Execution & Control – This involves the process of co-coordinating people and other resources to carrying out the plan and ensuring that targets are met by monitoring and measuring progress regularly. It also involves identifying variances from the plan so that corrective / preventative action can be taken when necessary.
5. Assessment & Review of Projects – This involves assessing the impact of the implemented project to the business and reviewing the added value of the implemented innovations and improved as stated in the Cost Benefit Analysis.
6. Project Close Out – Includes completion of the Project Report form, Assessment and Review Report, Actual completion date of project and deliverables and Signature of Project leader. All the relevant documentation must be forwarded to QA such as QCC meeting minutes, research papers etc.
7. Refinement - Implement improvement and changes based on the result of the assessment and review of the project.
8. Quality Day - This is an annual event organized by the Quality Team where one part is the best project presentation, selection and awarding. As a motivating factor supporting our staff, EGS issues award to the team with the best project during our Quality day. In addition to this we have our Najm scheme to continuously award and recognize our staff for exceptional performance, good work and ideas.

Focusing to our stakeholder’s needs
Our endeavor to create value for our stakeholders drives our desire to innovate and improve across all functions of EGS. Through several processes in place such as means and ways of understanding our stakeholders' needs and expectations and our constant communication with stakeholders, we identify the needs and requirements. We analyzed the severity of needs thus we prioritized accordingly. These projects were reviewed and subjected for approval during the annual Management Review Meeting. Again assessment and prioritization were done based on the business requirements on coping to the ever changing needs and requirements of our stakeholders. Following the approval is the execution of the project.

**Integration of QCC to other EGS Approaches**

The inception of QCC process rooted from one of the top 3 goal of EGS which is continuous improvement thus supports the ultimate mission of EGS.

Several approaches are integrated in the QCC process where each process is a valuable integrated part of another process and vice versa. Example of these includes: Benchmarking process, several Audit mechanisms in place, different Feedback mechanisms and others. The QCC projects are one of the KPIs identified in our Unit Performance Measurement (UPM) which measures each unit’s performance in continuous improvement and innovation. The last step of the QCC which is Assessment & Review and the Refinement, contributes to the unit’s UPM review and spot inspection as initial review of the unit’s performance in support for the Internal Audit and External Audit being conducted in EGS as a requirement for our ISO 9001:2008 certification. The Quality Day and the Najm Awards are examples of innovations where staff performance were recognized and awarded.

**Deployment**

In the middle of financial year 2008-2009, the process was launched to the then eight units of EGS. Each unit was by default a QCC team where the unit head was the default QCC team leader.

Through the QCC, we turn new ideas into reality. The group that formed the QCC sees the transformation of ideas into practical innovation and creativity. QCC teams meet up to provide solution to problems in work process or even to recommend actions for further improvement in the current work process. Implemented in 2008, several improvements had been incorporated into the process as a result of continuous audit and review. We ensure we had achieved the following:

1. Focus on other processes aside from their own unit’s process;
2. Inter-unit involvement;
3. Involvement of our stakeholders such as other Emirates Group departments.

A culture of entrepreneurship was created to enable innovation across EGS by encouraging our EGS units to develop projects to continually grow our services and to maximize our resources to the fullest. Staff of individual units are entrepreneurs of their own units’ strategy, through the utilization of QCC projects which were presented during the Quality day and that had an emphasis on environmental issues as well as cost savings. These included e-forms; document verification machines; an updated online Emirates Airline Security Programme; an electronic roster management system; electronic archiving

We encourage our staff in EGS to be the creator and ambassadors of our on-going success by fully involving and empowering them in every QCC activity. Through the projects that they propose on the Quality day-like the project of Airport Security Unit, they introduced the use of a document scanning machine, wherein they don’t need to photo copy the passport of passengers while doing the document checks but to scan it and in just seconds, the copy is ready and saved in computer memory for future investigations, evidence and training purposes.

**Challenges**

The main challenge that the organization faced during the roll-out is influencing the mind-set of the staff, making them embrace this opportunity to be involved and empowered to make decisions towards the organization. To encourage the staff goes out of their comfort zone is a challenging task for the team in-charge in the launch of this new process. There was hesitation to be the ambassador of change, and sense of entrepreneurship.

**Measurement of the Process**

The measurement used following the initial roll out of QCC process was done through collective feedback from relevant stakeholders based on their experience. After which QCC had undergone the normal review of a process defined in ISO 9001:2008 guidelines which was the internal audit. In addition to this, we have spot check, intrusion exercise, several performance reviews and different feedback mechanism and top management review to frequently measure the effectiveness of the process.

The efficiency and effectiveness of the deployment of the process was reflected in the successful completion of the projects, the impact and benefits such as cost savings, and reduction of man-hours, and the continuous positive feedback received from stakeholders.

**Learning & Creativity**

In review of the success of the previous financial year’s roll out, learning points were identified through consolidated feedback from relevant stakeholders. To cite few improvement opportunities which enhanced the process:

1. Inter-unit QCC team – the need to have a team formed from different units arises when a larger / more diverse project was identified where various skills and knowledge were needed for the project. The QCC team leader for this team will be assigned by the management.
2. Assessment and review - following the completion and close-out of the first few projects, few projects were observed to require follow-up review, the need for this step was identified.
3. Refinement – this step to be included after assessment and review has been identified by the QCC team to address the result of the assessment
and review.

4. Quality Day – this event is a celebration for the outstanding performance of the QCC team and the completion of projects across EGS.

The entire approach was earlier more focused in engaging the colleagues to open their minds, be more creative and innovative and be involved. Following a successful launch and a positive response from staff, the focus shifted to the successful completion of the project and the benefits it will bring forward to the organization.

Results Achieved

The increasing positive trend on the number of projects being initiated (see figure below) since QCC started reflects the growing involvement and engagement of all the units year by year embracing and embedding continuous improvement in their day-to-day job.

Despite challenging economic conditions which greatly affect the aviation business, our staff’s performance in contributing to the growth of the business through the QCC continuously escalate.

During the implementation year, as a new initiative, during the first year of implementation, whilst 10 projects were approved and registered, only 6 were completed. In the succeeding years, the main factor affecting the successful completion of projects was the strategic business direction which includes budget restrictions. Few of the successfully completed project were cited in the list below:

<table>
<thead>
<tr>
<th>Year</th>
<th>Improvements</th>
<th>Identified through</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011 - 2012</td>
<td>Roster Management System (RMS)</td>
<td>Operational requirements &amp; Benchmarking</td>
</tr>
<tr>
<td></td>
<td>GX-Ifusion, implementing the E-forms for FPU</td>
<td>Operational requirements &amp; Benchmarking</td>
</tr>
<tr>
<td></td>
<td>Central Monitoring F-Sona</td>
<td>Operational cost and work efficiency</td>
</tr>
<tr>
<td></td>
<td>Implementation of PDA Units</td>
<td>Operational cost and work efficiency</td>
</tr>
<tr>
<td>2010 - 2011</td>
<td>Real Time Control (RTC)</td>
<td>Strategic goal</td>
</tr>
<tr>
<td></td>
<td>Hijack/ Sabotage Seminar</td>
<td>Customer needs &amp; requirements</td>
</tr>
<tr>
<td></td>
<td>On-line Firearms Transportation Approval process</td>
<td>Customer needs &amp; requirements</td>
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<tr>
<td></td>
<td>Upgrade of CCTV Cameras</td>
<td>Customer needs &amp; requirements</td>
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<tr>
<td></td>
<td>Risk Assessment Module for Accommodation</td>
<td>Customer needs &amp; requirements</td>
</tr>
<tr>
<td></td>
<td>Language Training Programme</td>
<td>Enhancement of staff skill</td>
</tr>
<tr>
<td></td>
<td>Inventory Management System (IMS)</td>
<td>Incidents reported and observed</td>
</tr>
<tr>
<td></td>
<td>Implementation of Duty Senior Staff</td>
<td>Customer Satisfaction Survey &amp; Staff feedback</td>
</tr>
<tr>
<td>2009 - 2010</td>
<td>Introduction of videos of disruptive passengers in training for Air Crew</td>
<td>Training needs</td>
</tr>
<tr>
<td></td>
<td>Guard Tour System</td>
<td>Operational requirements &amp; Benchmarking</td>
</tr>
<tr>
<td></td>
<td>Centralisation of CCTV Operations</td>
<td>Operational cost and work efficiency</td>
</tr>
<tr>
<td></td>
<td>Implementation of Intrusion Exercise</td>
<td>Operational requirements and adoption of best practice</td>
</tr>
</tbody>
</table>

For further details, please write to us charles.yammine@emirates.com
Company Profile

In 1975, Dubai Islamic Bank (DIB) pioneered the concept of Islamic banking by becoming the first modern commercial Islamic bank in the world. Leading from the front, DIB has established itself as the undisputed leader in its field, setting the standards for others to follow as the concept of Islamic banking gathered momentum in the Arab world and internationally. Today, the bank competes on an equal basis with the world’s largest conventional financial institutions. Indeed, Islamic banking is the fastest growing sector of the global banking industry today.

Prior to the establishment of DIB, customers had no choice but to use conventional banks for all their financial requirements. By incorporating Sharia principles into all its operations, DIB pioneered an alternative based on fairness and transparency. The bank’s aim is to be the most progressive Islamic Financial Institution in the World and its mission is to maintain and improve its position as the world’s leading Islamic Bank through unsurpassed customer service, innovation, growth and consistent employee engagement. This strategy is in line with His Highness Sheikh Mohammed bin Rashid Al Maktoum’s, Vice-President and Prime Minister of the UAE, and Ruler of Dubai, vision of making Dubai the global capital of the Islamic economy.

As DIB looks to continue contributing to the development of the global Islamic Finance economy, the bank has been proactive in creating partnerships and alliances at both the local and international level. The bank has established DIB Pakistan Limited, a wholly owned subsidiary which has a network of over 100 branches across 36 major cities in Pakistan. DIB has also started operations in Jordan, with the establishment of Jordan Dubai Islamic Bank.

DIB has earned the respect of its peers around the world for many years, and its leading position has been reaffirmed by the 104 local, regional and international accolades that it has won since 2008. DIB has won awards across diversified areas, including retail, corporate and investment banking, as well as CSR and consultancy services. The bank’s most recent awards include being named “Best Islamic Retail Bank, UAE”, “Best Sukuk Arranger” and “Best Islamic Credit Card” by Banker Middle East magazines, and being named “Best Sukuk House” by EMEA Finance Middle East Banking Awards 2012.

Benefits of applying for the DHDA:

The Dubai Human Development Award (DHDA) has significantly benefitted our operations. It has provided the bank a yardstick to measure where it stands on the DHDA Excellence Model, and it allows DIB to improve processes and procedures based on the excellence model.

Our participation in the DHDA has also formalised our existing systems by introducing the Excellence Model in the bank. We have developed new skills as we familiarized ourselves with the award submissions criteria, which is based on the RADAR model.

The award also encourages the bank’s employees, as it provides an opportunity to recognise their hard work and contributions.

Advice to Future Applicants:

We would advise future participants to think of this award as an opportunity to evaluate their current practices and take advantage of insights provided by external assessors to improve their performance. While winning the award is a priority, it is also a unique chance to improve our internal practices.
Best Practice:
Performance Excellence Awards (PEA)

4.1 Introduction
DIB launched the Performance Excellence Awards (PEA) in 2002 in an effort to create a platform for the development of its employees and to promote the highest standards of service and customer satisfaction. The programme has been an opportunity to recognize efforts of employees, departments, branches, projects and subsidiaries, who have demonstrated exceptional commitment towards achieving excellence and reward them accordingly. In addition, the award provides appreciation for the work done in reinforcing the bank’s position as the foremost Islamic financial institution in the UAE and an icon of the global Islamic banking industry.

4.2 Initiation of refined PEA Scheme
In 2011, DIB management decided to fully refine the PEA scheme and align it with DIB vision, mission and values. Therefore, through the supportive empowerment from the management and an adequate allocated budget, the complete PEA scheme was revamped.

4.3 Review of current PEA Scheme Process and identifying Areas for Improvement
The dedicated team was assigned who initiated the refinement by developing comprehensive project plan. The professional consultant was chosen after rigorous evaluation to conduct detailed review of the existing process. Moreover, the consultant was assigned to ensure credibility of the scheme as well as to develop a detailed road map for the new concept of the PEA scheme. To start with, series of site visits and scheduled interviews were conducted with the bank’s Senior Executives and employees in departments, branches and subsidiaries. Feedback from interviews was analysed and detailed presentation was delivered to the management highlighting areas for improvement and issues related to existing PEA scheme. It was finally decided to refine the PEA scheme fully.

4.4 Development of New PEA Scheme
During the refinement of the programme, the complete methodology was evolved, including designing and documenting the PEA scheme, finalizing categories, establishing criteria, developing the application process and assessment methodology, conducting assessments based on best practice and instituting recognition mechanisms. Complete documentation was developed with all details of new PEA scheme.

Subsequently, the outcomes of the assessments and newly evolved methodology were presented to the management along with the recommended scheme that will lead to achieving the targeted organizational excellence. This included introducing a culture of organisational excellence by aligning the refined PEA scheme with the global best practices of the European Foundation for Quality Management (EFQM) and the Dubai Quality Award excellence model. The new model is considered as a framework for organizational management systems, promoted by the European Foundation for Quality Management (EFQM) and designed to help organizations in their drive to being more competitive towards achieving organizational excellence. The new process also drew inspiration from the bank’s vision to be the most progressive Islamic financial institution in the World.

4.5 Implementation of Refined PEA Scheme
Upon attaining the necessary approvals and authorizations, the implementation of the innovative scheme for the PEA was launched in 2012 with a robust, multi-step improvement process, as detailed below:
4.5.1 Communication of PEA Scheme
Communication of Refined PEA scheme started with Announcing the new model of Performance Excellence Awards internally to the bank’s employees. The bank’s new “Performance Excellence Award” programme has been designed to deliver new levels of professional excellence, customer service, employee satisfaction and process quality across the bank and its subsidiaries. This year’s categories included Best Branch, Best Support Department, Best Business Department, Best Project, Best Subsidiary, Best Employee in different hierarchy levels, CEO Award and Long Service Award. Criteria established for all these categories was adapted and derived from EFQM Excellence Model. Complete document and presentations were uploaded on the DIB intranet for easy accessibility to staff.

4.5.2 Execution of Awareness sessions
To enhance staff understanding, number of comprehensive awareness sessions were organized and executed through road shows across all departments, branches and subsidiaries in the UAE. The sessions were divided category-wise to place more focus on a particular category, relevant criteria and understanding by the applicants.

4.5.3 Submission of Applications
For 2012 PEA cycle, overwhelming response was observed where number of staff and departments submitted their application for seven categories based on the criteria described for each category in the awareness session along with the required documents and evidences. Upon receiving the applications, HR team ensured each application’s adherence to the submission principles, rules and guidelines.

4.6 Assessment
Detailed assessment methodology was adopted in line with EFQM Excellence Model /Dubai Quality Award Model assessment process. Two levels of assessments were done i.e. desk top assessment and interview & evidence assessment.

4.6.1 Desk Top Assessment
Eligible applications passed through the process of evaluation by an independent and impartial assessor’s team who were in charge of assessing each submitted application for the PEA by reviewing the documents, records and certificates.

4.6.2 Interview & Evidence Assessment
Interviews were arranged with the shortlisted applicants, the top three in each category, where the final list of winners was decided at a later stage.

4.7 Reward and Recognition
Performance Excellence Awards winners were recognized in the PEA ceremony held on March 2012 and presided over by Chairman & Board members of DIB.

All the refinements led to the awards’ ceremony being one of the most successful events in the bank’s history. It was attended by more than 1,500 employees including board of directors and senior management with 23 winners from across all areas of the bank honoured for their contributions to DIB. The reward given to winners was combination of monetary and non-monetary i.e. financial, additional leaves, trophy, certificate and publicity on wall of fame. DIB will continue to invest in developing this scheme as the bank looks to continue establishing a platform to deliver the highest standards of customer service and enhance the level of customer satisfaction.

4.8 Feedback Reports
Overall feedback report was shared with the DIB management. Further, all applicants were provided with individual feedback reports highlighting their strengths and areas for improvement, thus supporting their future applications and continuous improvement. The dedicated team of assessors and HR were obliged to provide clarification, if any, of the announced results if requested by applicants. The awards were also established greater credibility by undergoing assessments from external assessors. It was also a tool for Self-Assessment to measure where they were on the path of performance excellence, helping them understand gaps and solutions.

4.9 Benefits
Winners have observed various benefits with applying Performance Excellence Award. Some of these are as follows:

- Branch winners: Improvement in customer service delivery, staff soft skills, process efficiency and staff motivation.
- Department winners: Improvement in process TAT, staff morale and effective communication.
- Individual Winners: Special increments, promotion in certain cases, increased respect and motivation.
- Overall improvement has been observed about structured and systematic thinking. This is influencing effectiveness and efficiency of day to day work among winners, thus creating a sense of common understanding and competition for other as well.

Following flow chart reflects overall process of Performance Excellence Award at Dubai Islamic Bank.
Roads and Transport Authority (RTA)

Company Profile

Roads and Transport Authority (RTA) was established in November 2005 by the decree number 17. It is a diversified functional organization which consists of 3 sectors and 4 agencies as follows: Strategic and Corporate Governance Sector (SCG), Corporate Technical Support Services Sector (CTSS), Corporate Administrative Support Services Sector (CASS), Public Transport Agency (PTA), Rail Agency (RA), Licensing Agency (LA), and Traffic & Roads Agency (TRA).

RTA offers many diversified services that vary from Public Transportation (metro, buses, water taxi, and ferry) to Infrastructure (roads, bridges, and tunnels) to Licensing and Registration (vehicle registration, and driving license registration).

Our organization’s vision is “Safe and Smooth Transport for all” and our mission is to “prepare legislation and develop integrated solutions of road systems and land/marine transportation networks that are safe and in line with Dubai’s economic development plans and the highest international standards.”

We pride ourselves for achieving so many key initiatives over a short period of time and despite all the challenges we faced including the worldwide financial crisis. The main achievement we are proud of is when Shaikh Mohammed presented the ‘Mohammed bin Rashid Sash’ to Mattar Mohammed Al Tayer, Chairman of the Board and Executive Director of the RTA, in recognition of the efforts of the Dubai Metro team in completing the Red and Green Lines on schedule, despite challenging deadlines.

RTA’s top management, including the Chairman and 9 CEOs, strongly believe in Emiratisation and consider it as a long-term investment. This is documented and translated in one of the 8 Strategic objectives (Advanced RTA), where Emiratisation is one way to develop and improve the organization.

Our top management also ensure creating an environment for empowerment, innovation, learning and performance enhancement amongst the UAE national workforce. This is done through adopting many different approaches such as creating the Delegation of Authority that was recently revised in 2011 where all the delegations and empowerment scopes are explained and illustrated starting from the empowerment given from the CEOs to the Directors and up to the section managers.

Other initiatives include “Chairman’s breakfast with selected employees”, “Tawasul Forum” that is conducted twice a year where the Chairman meets different levels of employees and shares some of the key news/achievements of RTA, listens to their suggestions/complaints, if any, rewards the high achievers according to certain criteria, and concludes with having lunch with the employees.

Benefits of applying for the Dubai Human Development Award

We, at RTA, believe that organizations with business excellence approach obtain significant benefits. For example:

1. Having frameworks in place that can help the organization focus thought and action in a more systematic and structured way that should lead to increased performance and improved efficiency and effectiveness.

2. Using the business excellence model as a self-assessment tool that can clearly identify strong and weak areas of management practices and to identify best-practices to close the gaps and to continuously improve our work.

3. Improving our services in order to increase customer satisfaction and loyalty.

4. Increasing employee satisfaction and involvement; hence the organizational growth.
Advice to Future Applicants

1. Consider the DHDA criteria in place when establishing your strategies, policies, and plans as they create the base model for excellence.

2. Consider good initiatives that really encourage and motivate UAE nationals employees and have regular review and monitoring to make sure you are meeting the set targets and goals.

3. Focus some of the initiatives towards society and encourage initiatives that provide support, especially to the people with special needs.

4. Consider the results of employee satisfaction survey as one of the most value-added tools that bridges the gap between top management and employees and motivate employees to provide initiatives that best help them progress in their career.

Best Practice I: QP (Qeyadi Program)

QP (Qeyadi Program: The aim of this program is to prepare the next generation of leaders and enhance their leadership skills. Phase 1 started in 2009 and included 34 Emirati Directors and Managers; and they graduated in November 2011. Phase 2 started in April 2012 and included approximately 40 Emirati Directors and Managers. This initiative was adopted on the Chairman and Board of Directors level due to their belief in the importance and crucial need to develop a new generation of leaders and to maintain sustainability.

The main objective of this program was developing the capabilities, skills and knowledge of the Authority’s leaders to be able and ready to assume the functions and responsibilities of higher positions.

Before starting the program, the HR Department developed RTA Leadership Competency framework and assessed all the managers against it.

The developmental methods used in this program is as follows:

1. Case Study
2. Role Play.
3. Coaching and Mentoring
4. Focus Groups
5. Training and Continuous Learning

Best Practice II: Tamayyaz

RTA offers UAE nationals unique and competitive rewards, benefits, and amenities in the RTA Headquarter building and in the agencies as well including Rewards and Recognition:

Tamayyaz is one of these examples: A “Rewards & Recognition Toolkit” created by RTA. It is given to each CEO and Director with various easily available tools to reward their employees and recognize a job well done on the spot. Rewards include TAMAYYAZ Certificate, AHSANT Certificate, SHUKRAN Cards, Approved Promotions, Check book, and Weekend Get-Away coupon in one of UAE upscale hotels.

Tamayyaz was established as an alternative way to promptly appreciate the employee and motivate him with a gesture that shows the care of his managers.

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Company Profile

Emirates Identity Authority (EIDA) is an independent federal authority established by virtue of the federal decree No. (2) of 2004. The decree has empowered the Authority with ultimate powers required for the execution of the Population Register and the ID card program.

EIDA was established on 15th Shaaban 1425 H, Corresponding 29th September 2004 in accordance with the constitution and the federal laws and decrees related to the competencies of ministries and the powers of ministers, naturalization, passports and entry and residence of expatriates, the organization of births and deaths, the organization of labor affairs and the amending laws thereof, in addition to decrees related to the General Authority of Information and civil service at the federal government.

Our Values

Customer Orientation: Utmost dedication to achieve customer satisfaction, keeping transparency, gaining their trust and value their feedback; in order to improve the organization’s services

Teamwork: Embed team work spirit through knowledge transfer as to achieve the organization’s ultimate objectives and goals

Trust: To create a supportive environment by trusting each other’s good intent and make it a pillar of our culture

Ownership: To take a full responsibility for our work. We’ll keep our agreements and accept the consequences of our actions

Innovation: The capability of providing and developing new innovative/diverse solutions seeking excellence

Benefits of applying for the Business Excellence Awards

• Getting into real challenge that can expedite our development initiatives rapidly and effectively
• Comparing ourselves against a best practice work-frame and against others. As a ranking tool.
• Ability to measure and prove future improvements.
• Maintaining the momentum and desire for continual improvements among our internal teams and colleagues.
Advice to Future Applicants

- Understand in details the criteria in order to launch and operate the proper tactics and initiatives for strong participation.
- Adopt a long term strategy to continually improve the score.
- When writing, invite different employees who have the sufficient information to write it. After refine the submission document as a resultant from different perspectives.
- Announce internally and widely for the coming events to get supporting momentum.

Best Practice - Employees Motivation Case Study Director General Awards

1. Introduction:
Emirates Identity Authority (EmiratesID), as a winner of four major categories during the last Sheikh Khalifa Government Excellence Program (SKGEP) cycle, partially attributable to its adoption of TQM, understands the importance of people as the key to its success and the realization of its aggressive and ambitious strategy. People cause success and failure. The effectiveness and efficiency of human beings comprise two main dimensions: knowledge and skills, and desire and motivation. These may also be called willingness and ability. EmiratesID, in the course of developing its 2010–2013 strategy, developed a human resources sub-strategy that addressed different needs in order to develop employee skills, knowledge and the satisfaction and loyalty of employees.

Under the umbrella of motivation and employees> loyalty and satisfaction, we have a lot of tactical parameters and initiatives that contribute to this objective, such as [awarding, recognizing the achievements, work place and environment enhancement, promotions, HR governance, HR services, improvements in leadership, transparency, participation programs, and socialization. Here in this article, we shall demonstrate our methods for recognizing and rewarding good practices.

We identified objectives that are directly related to the application of this methodology, as well as long-term objectives that are indirectly impacting the EmiratesID bottom-line and core objectives.

a) Desired outcomes EmiratesID desired and expected to affect the following outcomes:

SKPI-1
To increase people’s productivity and quality in order to register 6.5 million persons within three years> time, as a lag indicator. It’s measured as the total Number of IDs produced divided by the number of employees.

SKPI-2
To increase employees> satisfaction knowing that the last survey in 2009 yielded 47% satisfaction, aiming for 80% by the end of 2013.

SKPI-3
To enhance customers’ experiences during their journey with EmiratesID, in terms of increasing customer satisfaction. The objective is to achieve above 85%; it was 70% in 2010.

2. The Approach’s Methodology

b) Objectives:
The objective of this methodology is to motivate employees by encouraging, awarding, and recognizing exceptional behavior or achievement in a competitive manner. This will maximize overall corporate performance.

c) Policies and Governance Conditions
These conditions were taken into consideration in designing the methodology:
1. This award represents the full commitment of top management and is being sponsored by His Excellence the Director General.
2. Ensure equal winning opportunity for all employees who satisfy winning criteria.
3. Jury members are independent and may be external resources.
5. It must serve EmiratesID’s purpose as a maturing and learning organization.
6. The event must reflect the global communication plan between top management and employees.
7. Employees and top managers are the main stakeholders, so they have to participate in the design and development of this methodology.
8. Design of methodology must satisfy and integrate with annual appraisal, performance management, strategy, continual improvement, creativity and innovation, corporate governance, and personnel development systems.

d) The Process
1. Reserving a budget for these awards is an annual process followed by the HR department. It is worth around 3.5–5% of total salaries per month. This is in accordance with our budget planning process.
2. By the end of November, Human Resources starts accepting nominees. The announcement clarifies:
   a. Identification of the different nomination categories.
   b. Requirements and conditions of nominations.
   c. Forms to be filled.
   d. Flow of review and approvals for each category.
   e. What are the awards and prizes?
   f. Date of awards ceremony.
3. After receiving nominations, juries review and rate them. This step entails interviews with some candidates, and the jury may ask for some independent reports.
4. The HR department, which is independent from the jury, receives the names of successful individuals and teams.
5. The HR department proceeds to arrange and coordinate the awards event; it is held annually in February or March.
6. The director general attends the awards ceremony.
and bestows prizes and certificates to the winners. On the sideline of this event, he also presents a strategic review of and the main results from the last year, explains expectations for the new year, and addresses needed changes. He demonstrates the importance of corporate strategy and values as well. Receives feedback and employees’ opinions.

7. The quality department collects feedback on award categories and conditions and on the event in general.

8. The HR and quality departments analyze employee responses and submit recommendations for the next year. Improvements maybe introduced in the shape of suggestions to change criteria, nomination conditions, categories of awards, and process.

9. The steering committee evaluates these suggestions and considers the implications for budget, strategic intent, human resources development plans, and suitability to the organization’s growth plan.

10. The updates and improvements are documented and approved as per QMS rules, then dissemination takes place as per document control procedures as well as announcements from the HR department.

3. Deployment and Marketing of the DG Awards

In order to ensure the proper use of this program, we plan to realize and satisfy the internal KPIs that have been mentioned above. Thus, those channels were used to spread knowledge and ensure popularity of the DGAs among all employees:

1. All relevant documentation is always published on the intranet so all employees can easily access it.
2. Announcements are sent via the HR department to attract attention.
3. The HR department distributes official correspondence to all managers, along with all needed attachments explaining the awards categories, updated criteria, and nomination forms.
4. Naturally, once nominations start, the information spreads among employees and awareness grows.

5. After the event, as part of its media and press publishing policy, EmiratesID announces the event on its website and in local media in the U.A.E., documenting the awards ceremony and posting some pictures as well. Each year this event becomes more popular with employees.

As candidates were developing submission forms and prepare evidences that have different complexity according to category nature, a lot of questions and inquiries and even help requests arose from employees as well as managers. It was expected, so that, the announcement we gave them provided a help desk like contact e-mail linked to a group of four employees from the quality and HR departments who would not be part of the awards jury.

The first year, EmiratesID formed a committee of jurors from internal members in the quality department in addition to external consultants.
4. Assessment and Learning

The DGAs had been started as an innovative initiative in 2010 by Mona Hashel, an employee from HR. The first awards ceremony was celebrated on Jan. 27, 2011. The second event was on March 15, 2012. This led to improve the methodology and the deployment tactics two times on the continuous learning path.

With reference to the above mentioned Para 1(a&b), EmiratesID has increased the awarded categories as the following table shows:

e) Desired methodology internal indicators:

<table>
<thead>
<tr>
<th>KPI.1</th>
<th>To measure the degree of effectiveness of popularity and proper deployment: percentage of submitted nominating requests to the total number of employees. The objective is to achieve more than 30%; it was 7% in 2010. This KPI is segmented by award category.</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI.2</td>
<td>§To measure efficiency and quality, we targeted the highly rated and worthy submissions to exceed 50% compared to the total number of nominations to represent effectiveness.</td>
</tr>
<tr>
<td>KPI.3</td>
<td>Percentage of the number of attendants to the total number of employees, to measure the success of the event.</td>
</tr>
</tbody>
</table>

f) Review of the evolution of the awards categories in three years

<table>
<thead>
<tr>
<th>Year 2010</th>
<th>Year 2011</th>
<th>Year 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Best Employee (male)</td>
<td>• **Distinct Manager</td>
<td>• ***Distinctive [performance category (7 subsets)]</td>
</tr>
<tr>
<td>• Best Employee (female)</td>
<td>• **Distinct Employee</td>
<td>• ***Distinctive operating teams/committees category (3 subsets)</td>
</tr>
<tr>
<td>• *Best Employee / Department</td>
<td>• **Distinct Registration officer</td>
<td>• Best Registration Officers and Data Auditors (50 people)</td>
</tr>
<tr>
<td>• *Best Registration Center per zone (three zones)</td>
<td>• **Distinct Data Auditor</td>
<td>• *Continuing education category</td>
</tr>
<tr>
<td>• Best Manager</td>
<td>• **Distinct Performance</td>
<td>• *Long service category</td>
</tr>
<tr>
<td>• Best Innovative Idea</td>
<td>• Best Innovative Idea</td>
<td>• *Performance appreciation category</td>
</tr>
<tr>
<td>• *Best Registration Officer</td>
<td>• *Best Employees / Department</td>
<td>• *Innovative ideas category (from suggestions system)</td>
</tr>
</tbody>
</table>

Results of methodology indicators

<table>
<thead>
<tr>
<th>KPI.1 7% (Target 10%)</th>
<th>KPI 1 22% (Target 15%)</th>
<th>KPI 1 ongoing (Target 18%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI.2 32% (Target 35%)</td>
<td>KPI 2 42% (Target 45%)</td>
<td>KPI 2 ongoing (Target 55%)</td>
</tr>
<tr>
<td>KPI.3 39% (Target 50%)</td>
<td>KPI 3 62% (Target 66%)</td>
<td>KPI 3 ongoing (Target 75%)</td>
</tr>
</tbody>
</table>

* More than one winner ** Only one winner *** As per Sheikh Khalifa Government Excellence Program Criteria
§ Submission form is considered effectively valuable if it scored more than 50%
As clearly understood from the above tables, we were able to increase the maturity of implementation throughout the past couple of years to improve the process more and more. We need more nominations, since this will mean more claims for excellence. As per definition this is a direct measure for effectiveness is the capability of producing a desired result [refer to Fraser (1994, p. 104) & Erlendsson (2002)]. This is for (KPI-1).

On the other hand, while we are happy to see many nominating submissions because they represent higher effectiveness, such submissions mean nothing without verification against clear criteria. This is why we must measure the efficiency of KPI-1 by having another scale to measure how many submissions scored more than 50% when assessed by the jury. The higher the percentage of KPI-2, the higher the efficiency. Because of the competitive nature of award design, it is not necessary to award every score above 50%. «Efficiency is the extent to which an activity achieves its goal whilst minimizing resource usage» [refer to the same reference as above].

To complete the picture, we needed to measure how many employees attended the DGA event, including those who did not participate or win, because this means that people are accepting the competition and see opportunities for future wins. They can see the top management commitment. They understand the importance of excelling at their job and achieving organizational goals through proper completion of their assignments. This is KPI-3. The more the attendants, the more the acceptance.

g) Continual improvement

Based on the above understanding of the methodology and its measuring indicators, we launched several improvements to stimulate employees’ motivation and improve our tactics. Based on employee feedback after the first event, we decided to increase the chances of winning by adding more categories. For example, adding several categories for registration and data auditing officers means that EmiratesID is using the DGAs as a tool to realize its plan to register more than six million people in three years, versus the old strategy of only 1.5 million in five. Yes, EmiratesID has launched several initiatives to realize the strategy but we can say that all initiatives integrate with each other. The initiatives were spread over the BSC principals precisely, and thus, DGA was associated with the People and Learning Axis. Again, adding these categories aimed to fulfill employees’ desires and serve company strategy in the same time.

The third year, as per discussion with employees especially who participated in SKGEP and asked to submit their submission forms in another format as per the SKGEP criteria while in EmiratesID we still have another categories and format. It was clear it did not take much time to realize we needed to restructure the DGA categories to suit SKGEP criteria as well as EmiratesID strategy. A committee from HR and the quality department proposed updates approved by the steering committee and director general.

Due to restructure of the awards categories and for proper announcement and dissemination of new information about categories, sub-categories, criteria, prize value in dirhams, needed forms and submission timings and methods, EmiratesID decided to print a small A5 book for this year’s DGAs. The book is well designed and full of pictures of last year’s winners. One book was given to every employee. This book became the guide that answers all questions for those who wish to participate in the 2012 DGA competition. Now we have a new channel for deployment in addition to the above-mentioned deployment steps.

In addition, the quality department adopted awareness of this DGA round as a part of its annual campaign for quality and excellence.

In conclusion, measurements and feedback led us to improve the criteria and deployment methods, and thus the methodology, twice. We used the DGAs to support EmiratesID strategy and found brilliant and easy solutions maximize employee enthusiasm. These improvements were as follows:

1. Increase the number of participants
2. Enhance quality of participation
3. Have more motivated employees

5. Results achieved

Although we mention global results, it is important to note that for each awards category, we have a reasonable sub-target. For example, in the distinctive performance category, we might add a sub-category for engineers and other technical employees. This limits the number of prospective winners to a few. We expect only two or three employees to be nominated for this subset. This is how we manage category implementation as well as target setting per segment:
### Table: Performance Measurement

<table>
<thead>
<tr>
<th>Measurement</th>
<th>code</th>
<th>Type/Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
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<tbody>
<tr>
<td><strong>Strategic Outcomes</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Productivity</td>
<td>SKPI-1</td>
<td>actual</td>
<td>1230</td>
<td>1750</td>
<td>2947</td>
<td>3157</td>
</tr>
<tr>
<td></td>
<td></td>
<td>target</td>
<td>1250</td>
<td>2000</td>
<td>2750</td>
<td>3000</td>
</tr>
<tr>
<td>Employees Satisfaction</td>
<td>SKPI-2</td>
<td>actual</td>
<td>47%</td>
<td>61%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>target</td>
<td>50%</td>
<td>60%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>SKPI-3</td>
<td>actual</td>
<td>75%</td>
<td>72%</td>
<td>82%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>target</td>
<td>70%</td>
<td>75%</td>
<td>80%</td>
<td>85%</td>
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<tr>
<td><strong>Operating Indicators</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>DGA Effectiveness</td>
<td>KPI-1</td>
<td>actual</td>
<td>7%</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>target</td>
<td>10%</td>
<td>15%</td>
<td>18%</td>
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</tr>
<tr>
<td>DGA Efficiency</td>
<td>KPI-2</td>
<td>actual</td>
<td>32%</td>
<td>42%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>target</td>
<td>35%</td>
<td>45%</td>
<td>55%</td>
<td></td>
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<tr>
<td>Event Success</td>
<td>KPI-3</td>
<td>actual</td>
<td>39%</td>
<td>62%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>target</td>
<td>50%</td>
<td>66%</td>
<td>75%</td>
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</table>

As previously noted, there is a logical correlation between favorable corporate strategic outcomes and the DGAs. Our results support the original assumption that led us to adopt this methodology. This encourages resuming and continuing adopting and improving the methodology to yield more optimized outcomes. It was easily seen that increase in effectiveness and efficiency of the DGA process corresponded to an increase in employee satisfaction and motivation. This can be seen to effect in productivity and customer satisfaction. That last couple of outcomes represents the core achievements of EmiratesID strategy.

### h) Conclusions

- Again, we cannot scientifically limit the EmiratesID’s success to this enabler only, because EmiratesID actually launched and adopted several aggressive initiatives such as registration process reengineering, partnerships with preventative medical departments, and redesign of registration centers. But the lesson is, to go through a tough and fast change; we have to adopt balanced initiatives and enablers to affect all axes (process, customer, financial, people, and organizational learning that form the business’ main aspects. This is another prove of the balanced scorecard planning approach. **Simply think globally.**

- The other important conclusion is that leadership is the most important catalyzing factor that will lead to prominent and harmonized success. **Motivation is crucial to facilitating the change.**

- We can argue that the notion looks simple and it is just an awards event, but considered in depth, we can prove that the best production of the event and organized, procedural preparation creates a healthy, motivating environment that leads to ever-growing excellence. In other words, we must **create and maintain positive energy.**
Mashreq PSC

Company Profile

Mashreq is one of the UAE’s leading National Financial institutions and the second oldest. Founded in 1967 as Bank of Oman, the bank has played a pioneering role in the industry, particularly in retail banking. Among its many firsts, it was the first to launch such products as travelers’ cheques, credit cards and ATMs.

Mashreq has received numerous international awards reflecting the bank’s successful record, such as the ‘Best Regional Consumer Internet Bank for Online Deposit, Credit and Investment Product offerings’ by Global Finance Best Internet Bank Awards 2012, Best Regional Retail Bank by The Banker ME Industry Awards 2012, Best Branch Design Award & Best Islamic Investment Fund Award for Mashreq Al Islami Income Fund from Banker Middle East Product Awards 2012, Dubai Human Development Appreciation Award 2012 for its efforts towards the Development of the Emiratisation initiative.

As a leading financial Institution in the UAE, Mashreq aims to be world class in every facet of its business; including its social responsibility to the community it serves in. Towards this goal the bank pays particular attention to recruiting, training, developing and retaining UAE National employees.

Our vision

To provide our customers the most rewarding banking relationships.

Mission

To be relationship based, to Deliver superior service, to be primary bank to our customers.

Values

Customer focused, Transparent & fair, Progressive, Bold, Individually responsible.

Benefits of applying for the Dubai Human Development Appreciation Programme:

- Enhancing our policy / procedure / interventions framework.
- Benchmarking our practices against those available in the market.
- Developing a network with other participant organizations.

Advice to Future Applicants

- Assess your standpoint using the application criteria the radar framework.
- Form an organization wide task force team to compile the data requested in the application.
- Prepare thoroughly for the submission and the assessors visit.

Best Practice - Learning & Development

Training and Development Plans

Mashreq places considerable emphasis on the learning and pursuits of its employees and UAE National workforce. Hence, various training and development programs both on-the-job and off-the-job blended with e-learning as appropriate are deployed. They are both highly specific as well as generic in nature and are aimed at achieving necessary job competencies.

NLDU has identified key groups within Nationals for focused development, and introduced entry level programs as well as programs for existing staff. Supportive mechanisms such as tripartite meetings, on-the-job training (OJT) templates, Individual Development Plans (IDPs), learning styles and personality profiling tools and feedback etc were introduced for phased implementation.

Support Mechanisms

1. Individual Development Plans (IDPs) - Individual development plans map out how an employee can develop skills and progress within their job role usually for a period of 12 months or as agreed.

NLDU develops IDPs for three categories in Mashreq:

1. Nationals whose performance is Above Target (AT) and Significantly Above Target (SAT) as per their annual appraisal forms.
2. Nationals who are in pay band K and above and who have completed 6 months of employment.
3. Nationals of any pay band as per their line manager’s request.
NLDU implements the IDPs and conducts regular reviews with the line manager and the employee. Also it seeks feedback from different trainers, mentors and / coaches to update the line manager. (As illustrated in Appendix IV)

2. Tripartite Meetings - This includes a meeting held by NLDU with the new joiner and their line manager after 45 days and a follow up after 180 days. The meeting highlights the degree of progress and development of the new joiner on the job and within the work environment.

At Mashreq we have invested extensively in training and development of resources via:

1. Direct Classroom Training - wide range of class room courses involving multiple disciplines viz banking, finance, risk management, leadership, IT, Customer Service, Lean Management, Business English. Adequate testing/ assessment mechanisms are in place for assessing the trainees.

2. External Training – Systematic process of nominating members to needs based external courses and seminars exist.

3. In-house Open Learning Opportunities –
   a. My Development World – online courses are offered via a web-based interface on Mashreq’s learning portal i.e. My Development World.
   b. Learning Resource Centre (LRC) –is equipped with personal computer stations, reading material (books, magazines and business articles), video and audio CDs.
   c. Knowledge Sharing Sessions – these sessions are held with the aim of increasing awareness of various technical aspects of banking and leadership behaviours.
   d. Lets Excel Forums – are organized on a quarterly basis to get insights and experiences from professional speakers and career success stories from UAE Nationals.
   e. Global English - Online English Training tool which has the latest resources to learn English at one’s own pace, either at work or at home.

4. On-The-Job Training (OJTs) Plans - In collaboration with business, MLS has developed generic role based OJT plans. NLDU has developed a database of those plans for all the roles held by UAE National employees. (Example of an OJT is illustrated in Appendix V)

5. Programs Dedicated to UAE Nationals:
   a) Mashreq Al Mustaqbal (MAM)
      MAM is a 12 month period management trainee program. It is designed to give valuable practical and theoretical knowledge to UAE Nationals for taking up future managerial roles.
      The program runs twice a year with an average number of 12 participants per batch. Currently 18 participants have completed the MAM program, 90% of them have been promoted to mid senior level. The program currently has 23 participants due to graduate in 2012. (Refer Illustration of Course Outline in Appendix VI)
   b) Mashreq has a suite of programs covering a range of needs and entry groups. They are operated as per needs and in line with strategic drives.
      a. Mawarid program - Mashreq ran this for 3 years and it was directed at the development of school leavers hired for certain jobs at Branches i.e. Tellers.
      b. Fast Track Program is an accelerated program for positioning identified UAE Nationals to take the responsibility of Branch Manager. Currently Mashreq’s 50 branches are headed by UAE Nationals.

6. Continuous Education Programs for UAE Nationals – as mentioned in Section 2.3.1.3 Mashreq believes in supporting self development opportunities through continuing education.

7. Assessment and Development Centers – These centers are held with a very specific purpose of identifying the development needs of participants to groom them for leadership roles and responsibilities.

8. Psychometric Lab - Various tools like SHL OPQ, Saville Wave and MBTI are available for developmental feedback and coaching. They provide for inputs in the individual Development Plans.

2.3.2 Determining Training and Development needs and evaluating their effectiveness

All jobs in Mashreq are defined in terms of accountabilities, responsibilities and behavioural competencies.

The training needs identification process in Mashreq uses multiple inputs and channels to seek information:

1. Interviews with nominated nationals and their Line Managers to identify skill and behavioral gaps.
2. Development Centres are conducted to assess the gaps and suggest remedial action
3. Performance Management cycle, as part of this cycle the individual and line managers agree to development steps as part of the process.
4. The tripartite meetings which are held as part of Nationals’ development also provide for Gap Analysis and updating of development needs.
5. Psychometric Analysis.

Post assessments are conducted at the end of each development intervention to measure the skills. In addition, leadership programs mandate the submission of an assignment/project.

Through its robust infrastructure for learning, Mashreq collects feedback on each training intervention via My Development World by sending an online form. The results are collated and any improvement/update to training required is done.

Based on performance feedback post training, coaching and remedial courses are provided on a needs basis.

2.3.3 Training and Development Resources

Mashreq’s commitment to training and development is reflected in the various learning and development resources and infrastructure which has been set up.

I. National Learning and Development and Emiratisation Team - (refer section 1.1 Leadership), a dedicated team consisting of 3 training professionals and 2 Emiratisation specialists is deployed. A team of 14 trainers is available for conducting training programs for UAE nationals in multiple disciplines.

II. State of the art Mashreq Learning Systems facility which can accommodate 100 participants at a time.

III. Budgets - as mentioned earlier the commitment of Mashreq is evident in the information provided in the document which clearly shows increased spending on training year on year. For the past three years an average amount of AED 4.9 million per year has been spent.

IV. Training Providers - Mashreq Learning Systems not only uses its pool of internal trainers but has partnerships and accreditations with various leading training and development organizations worldwide.

V. Mashreq has put together a dedicated Intranet called “Mashreq Intranet” which displays

a. A page for all vacancies including those only for UAE Nationals; Self Service Human Resources portal; a link to My Development World dedicated learning and development, performance management and talent management portal

b. Latest broadcast messages to all employees with special highlights on UAE Nationals activities

VI. Structured Coaching - Training program on coaching has been implemented in association with a reputed training partner for all UAE national branch and regional managers. Overall 60+ UAE national managers were trained. Accordingly structured coaching methods are built into the system. (as illustrated in appendix VII outline of coaching program)

VII. On-The-Job Training (OJTs) Plans – MLS runs a customised OJT skills management program for all UAE National Managers/Supervisors. In addition all new joiners also attend an OJT awareness module. (Refer to Section 2.3.1)

2.3.4 Continuous Education Programs for UAE Nationals

Mashreq believes in supporting self development opportunities through continuing education as well as acquisition of approved professional qualifications by providing financial subsidy and support where the program is appropriate to the Bank’s and the individuals’ development. The purpose of the tertiary education policy created for UAE Nationals is to provide guidance and a common approach to the employees and line managers for meeting academic and professional aspirations.

Scope and Aim of the Tertiary Education Policy: This Policy is for study to be undertaken by employees at their own time through evening classes, part-time programs, distance learning or by blended learning for qualifications like MBA, BBA, CPA, CFA, CIMA etc.

For further details, please write to us
monae@mashreq.com
Dubai Service Excellence Scheme

2012 & 2011
Al Jaber Optical

Company Profile

Leading today’s vision-care retail industry in the country, Al Jaber Optical is synonymous with quality eye care, backed by trust and reliability, and most importantly upholding a vision focused on customers being at the utmost priority.

We take pride in our commitment to excellence in customer satisfaction by delivering a brand promise that exemplifies supreme quality, fashion forward trends, clinical excellence and technological innovation that is unparalleled in the UAE.

Al Jaber Optical offers an extensive range of high-end international eyewear brands of sunglasses, frames, optical and contact lenses to a wide spectrum of customers that is further supported by competent and highly skilled professionals from various fields.

Located at prime spots across the UAE, Al Jaber Optical’s 35 stores present a welcoming setting inviting customers to admire and select the most elite eyewear with complete confidence in quality and performance. Over the past 25 years, Al Jaber Optical has been a leading name associated with quality and good service. It has a network of branches covering Abu Dhabi, Dubai, Sharjah, Al Ain, Fujairah and Ras Al Khaimah as well as a vast collection of international brands of vision care products, sunglasses and optical frames suiting varied individual tastes, lifestyles and budgets.

Among the well-known luxury brands available in Al Jaber Optical’s stores include Cartier, Mont Blanc, Tag Heuer, Fred, Chopard, and Lindberg. The outlets also stock fashion brands like Chanel, Bvlgari, Dolce & Gabbana, Giorgio Armani, Gucci, Tom Ford, Roberto Cavalli, and Prada as well as lifestyle and sports brands such as Ray Ban, Oakley, Vogue and Carrera. Al Jaber Optical also offers a variety of contact lenses such as Bausch & Lomb, Johnson & Johnson’s Acuvue among others.

As an added benefit, Al Jaber Optical offers the fastest turnaround in the country, by taking contact lenses orders over the phone and delivering all sorts of eye care products worldwide. Eye examination is part of its service. Quality and exemplary service is achieved through updating of instruments to keep up with the latest technology, and employing only optometrists with international experience.

Our Vision & Mission

Leading today’s vision-care retail industry in the country, Al Jaber Optical is synonymous with quality eye care, backed by trust and reliability, and most importantly upholding a vision focused on customers being at the utmost priority.

Our mission is to provide a unique personalized service to all eye-care customers from all segments by offering innovative products and services consistently coupled with enthusiasm and passion that is second to none.

Let your eyes do the talking

Consistently providing innovative products and services to achieve best service and best outlet awards for 4 consecutive years.

The Business
We take pride in our commitment to excellence in customer satisfaction by delivering a brand promise that exemplifies supreme quality, fashion forward trends, clinical excellence and technological innovation that is unparalleled in the UAE.

Al Jaber Optical Core Values

• We provide the highest level of services in order to achieve unmatched customer satisfaction.

• We regularly provide free educational and training programs to develop our staff’s skills and product knowledge.

• We listen to our staff and we share their ideas and thoughts.

• We establish a clean and healthy environment in our workplaces to help our staff become more creative, harmonious, and productive.

Corporate Social Responsibility

Al Jaber Optical has adopted Corporate Social Responsibility initiatives in the schools, universities, and other government and private sector entities, providing eye examinations and vision care consultancy free-of-charge.

The Start of Success

The story started when we first joined DSES program, believing that it will greatly benefit and aid us in improving our practices. Knowing Dubai as a booming market and with continuous growth and need for professional customer service, Al Jaber Optical decided in 2006 to become a member of Dubai Service Excellence Scheme (DSES).

At the beginning, we started with 11 outlets; however, upon receiving the reports, we were disappointed of the results. This led us to take a major decision to move forward and become winners of the Special Business Category, consequently be THE LEADER in UAE market for Optical business.

A massive plan was developed involving current and new employees while new rules and policies were created which are flexible enough for the staff to guarantee their work satisfaction, while keeping high levels of professional output.

Planning and Implementing

Three levels were the focus area:

1. Recruitment of New and Professional staff who understand the importance of customer service and are willing to learn and adapt. Training new staff from day one and running induction programs that provide intensive briefing on the Standards of Performance of the company, which includes all the criteria for Best Service.

From the beginning, the staff shall be oriented that Al Jaber Optical is a customer service oriented company and all employees must possess the will and determination to succeed and learn.

2. Loyal customer-relationship building

Staff-training on the following aspects:

• Greeting, providing unmatchable and undivided attention, providing full product knowledge and awareness of new items, bidding farewell and how to go the extra mile with the customer.

• Products training were frequently scheduled to all staff for different levels. In-house and outsourced training sessions were very useful for the improvement of every staff level.

Each and every customer shall be treated as THE ONLY CUSTOMER for Al Jaber Optical. Putting this in mind, the staff is expected to be successfully able to provide much better service to each and every customer stepping into our outlets.

3. Analysis and improvement of the total selling process systems

Al Jaber Optical staff shall be as perfect as possible. The environment is also as important as staff behavior as this is complementary to our success.

Keeping constant cleanliness and tidiness of the showroom at all times is a must.

Expanding the database of Al Jaber Optical Customers was one of the targets that we have aimed to reach and have managed to achieve; thus all staff were carefully trained to efficiently enter data on the system for any future promotions or information we might send.

The three steps of planning and executing are illustrated below. The three steps are interchangeable and are very much depending on people at all levels.
Continuing the Success journey

AL Jaber Optical started the journey with DSES in 2006; we started with the membership of 11 outlets only.

In 2008, the reports started to improve, in terms of customer satisfaction, but for the management they were not satisfactory.

The intensive recruitment and training plans took place then, to witness starting 2009, great improvement and achievements.

The number of member shops of the company went increasing every year: in 2008, we were 11 outlets, in 2009, we have 23 shops and in 2013, there are now a total of 35 outlets.

The growth rate in the company in terms of revenues was increasing, as a consequence to the service improvement and opening more outlets. The below chart shows the exponential growth that the company witnessed throughout the years.

While increasing the number of the registered outlets, the focus was more specific on each and every outlet to perform ideally. All the staff understood the importance of customer service and how the company is oriented

Rewarding Highest Scores

Al Jaber Optical implements a reward system for the top-scoring staff and outlets. After making sure that everyone has fully-imbibed what the company’s benchmark criteria and requirements are for best customer service, we acknowledge the best scorers by:

- Communicating results to all members of the company and recognizing the best scorers for their achievement
- Selecting The Employee of the quarter by choosing the highest scorer in one shop after several successful reports
- Financial rewarding for best performing staff and outlet

After each quarter, the results are communicated to all members of Al Jaber Optical and this has encouraged holistic improvement in all departments thus witnessing showrooms scoring above 95%; with an achieved highest average score increasing every year.

In 2011, the highest average score garnered was 99% while in 2012, the highest score achieved increased to 100%

In 2011, 13 shops acquired scores above 95%, while 2012 saw 17 shops achieve scores above 95% with the highest being 100%.

As a result, Al Jaber Optical is proudly the winner for four consecutive years, 2009, 2010, 2011 and 2012 for Best Service Performance Brand in the Special Business Category and the winner of Best Service Performance Outlet in Abu Dhabi Mall, Ibn Battouta Mall, Aswaq Mizhar Mall and Bawadi Mall respectively.
Key Success Factors

- The management realizes the importance of involving each staff of the company, especially the front line sales force, in the process. Therefore, intensive meetings and sessions were conducted to make sure the DSES criteria are well understood and implemented by all.

- All the staff in contact with customers showed interest and made sure to treat all our customers as VIP to make sure they have a memorable shopping experience.

- Staff with highest scores are recognized and appreciated by the management and awards were given to them.

- Close monitoring of DSES scores and highlighting the path for each quarter as well as the points for improvement.

- Our staff is the key of success. All employees are expected to demonstrate excellent customer service practices at all times.

- Raising self-awareness and sense of responsibility in people to feel that they are working for their own.

- The training, policies and procedures are still applied on a day-to-day basis in all Al Jaber Optical, making it a standard of its own.

Benefits of applying for the DSES

- Opportunity to share best practices.

- Improves self-assessment by monitoring our staff performance and customers’ reaction.

- Builds momentum and pride among staff.

- Helps strengthen our brand recognition and positions our company ahead of competition.

- Helps identify best requirements to keep our shops in the forefront.

- Encourages more focus on our staff training and development.

- Enhances the company’s image and position in the optical industry in UAE.

Advice to Future Applicants

- Planning on winning at DSES should start long time prior to the submission without interruption.

- Benchmark best practices of winners in the same industry.

- Use self-assessment techniques and monitor the improvements in the scores on a regular basis.

- Join for a greater cause and commitment. Do not apply just for the sake of winning the award.

During the past decade, we have focused on our strategic move to expand and diversify our products and services. Results prove that we have successfully implemented best practice where nowadays we have expanded to 35 shops throughout the UAE alongside becoming the sole agent for various international brands.
UAE Exchange Centre LLC

Company Profile

UAE Exchange, established in 1980, is today, one of the leading global remittance and foreign exchange brand, with a fast growing international presence which spans across 30 countries with close to 650 direct offices. In all markets, it provides a diversified range of products and services which positively influences the lives of natives and expatriates with reliable and total solutions for money management.

Customers of UAE Exchange are offered with a wide array of services to choose with, according to their choice and convenience. This is supported by the fact that new and timely products have been introduced over the years to meet the changing market requirements, while retaining the conventional products like Drafts for customers who find them still comfortable.

All UAE Exchange services are envisioned, keeping in mind the requirements and expectations of the potential customer. Innovative products and services like Smart Pay - the WPS compliant leading payroll solution, FLASHremit – the real-time account credit facility, money2anywhere.com - the convenient online money transfer portal by which money can be sent to any corner of the world in just a few clicks from an internet environment anywhere, gocash – the prepaid travel card etc have been conceived, designed and developed in this manner. The brand also provides a variety of allied services too, which meets almost all the financial requirements of the customer. All these services together makes UAE Exchange, a financial super market.

UAE Exchange corporate functioning is based on Organisational Best Practices. It conducts business responsibly, and is committed to the concerns and interests of the market place. Company ensures total compliance with policies and procedures, set down by regulators and international bodies. The company encourages new initiatives and promotes the spirit of participation among employees, customers and providers. All procedures are well documented and defined to ensure transparency and accountability of operations. The benefits of these competencies are passed on to the customers of the organisation.

UAE Exchange is acclaimed as the most trusted and customer friendly Remittance and Foreign Exchange brand in the Middle East. UAE Exchange is also a Winner of the Dubai Quality Award (DQA) in the Finance category for the 2006 and 2009 cycles. UAE Exchange has also been voted with the Superbrands title in UAE, by the Superbrands Council, for the last four consecutive years since 2009.


Benefits of applying for the Dubai Service Excellence Scheme

1) The DSES Award provides a platform to improve holistically on Customer Satisfaction to achieve higher standards.
2) DSES allowed us to scrutinise our current Customer Service delivery approaches, mechanisms and produce concrete steps to address shortfalls.
3) The feedback report has given us valuable inputs on areas of improvement within the organisation and helped us to develop a great organization.
4) The DSES Award will enhance the brand value as a customer friendly organization.
Advice to Future Applicants

1) To regularly benchmark Customer Service approaches and outcomes and implement actions to close out gaps.
2) Cross-functional teams should be trained to carry out self assessments and address areas for improvement in a timely manner.
3) Timely training should be provided to the employees on customer service aspects and they should be encouraged to take initiatives to improve the service standards.

Best Practice: Models of Service Excellence

UAE Exchange constantly strives to bring in customer centric approaches and schemes in the system which will help in continuously educating the employees as well as improving the standards of service at the counters. Keeping this in the mind, Models of Service Excellence (MOSE) Scheme is launched, which is a comprehensive and innovative tool that will motivate and recognize all employees for their notable contributions to the branch, above and beyond their job expectations.

Understanding and meeting the changing needs of customers is the utmost aim of the organisation and it is possible only from a motivated and enthusiastic team. MOSE focuses on increasing the awareness among the employees about their overall contribution to the organisation as well as make them proud in being a special contributor. The design of the scheme basically covers the areas of Service Excellence like knowledge development, quantitative and qualitative contributions and customer delights.

Results Expected

The objective of MOSE includes:
- Improve the operational efficiency of the front line staff
- MOSE will act as a gap analysis to identify the areas of improvement in customer service
- Motivate the employees to deliver excellent customer service
- Enhance the Customer Relationship Management skills of the employees
- Recognise and reward the best performers
- Increased customer/employee satisfaction level

Step II : Earning Service Excellence Points

The employees will start earning the excellence points for their performances, which is above and beyond their job expectations. The excellence points are calculated based on following criteria:

Contribution to branch's achievements

The measurement under this category includes:
- bringing about significant positive change in customer service
- contribution towards achieving branch’s qualitative and quantitative targets
- Resolving, in unique/novel ways, problems that were faced by the branch customers and thereby by avoiding dissatisfaction of the customers

The employees belonging to the top 50% of the productivity chart of the branch will earn 15 excellence points per quarter and based on cash handle efficiency they can earn 5 additional excellence points per month.

To ensure that the employees have up to date knowledge on the products and services offered by UAE Exchange, an online examination is conducted every quarter. The score obtained by the employee will be converted into excellence points.

Innovative and proactive leadership and exemplary relationship building with internal team

The leadership and interpersonal skills of employees is measured under the categories:
- utilising highly effective practices to inspire and lead others to contribute constructively to the branch
- proactively identifying and resolving challenges that interfere with team

The quarterly performance evaluation results are used for calculating excellence points. The performance evaluation points are based on:
- Relative performance of the employee
- Quantitative results achieved
- Behavioural components
- Additional achievements

Top 50% employees in the branch performance evaluation report will earn 15 excellence points per quarter. This will be recognition for the overall top contributors to the business.

Extraordinary service to customers

Customer care initiatives are judged based on employee’s skill in:
- supporting internal and/or external customers in ways that exceed expectations and result in positive outcomes that support the company’s mission
- providing customers a <Quality Experience> when they visit the branch and also encouraging them to continue using the services

The customer suggestions and appreciations received by the employee and their customer service standards rated by the superiors contributes to the excellence points. Customer complaints or any other service related issues recorded against the employee will result in negative scoring.
Step III : Selection process

Customer Care department coordinates the activities related to MOSE. The process representatives from concerned departments will submit report on the staff wise excellence points earned during the quarter. The quarterly list will be published for creating awareness among the employees about the scheme as well as encourage more people to start earning excellence points. At the end of the succeeding quarter customer care department will collate the total excellence points of the employees and arrive at the top 10 candidates of the list.

Step IV : Panel Discussion

An annually rotating Models of Service Excellence Selection Panel will call the top 10 candidates for a group discussion. Based on the total service excellence points and the panel discussion scores, top three employees will be selected as models of service excellence.

Step V : Felicitaion of winners

The three winners of Models of Excellence identified for their outstanding contributions to the branch/ organisation and service standards, will receive a symbol of appreciation and a Gold Medal.

Policy and Strategy Support

Employee Motivation

The MOSE scheme takes into account overall performance of an employee. Their initiatives towards achieving better service standards are timely identified and recognized, this in turn will act as a motivating factor for all the employees in the branch. MOSE scores plays a vital role in employee’s career growth within the organisation.

360° Performance Evaluation

The quarterly performance evaluation results are linked to excellence points. During the evaluation, the employee will be briefed about the performance results and areas of improvement. These feedbacks enables them to deliver better service and in turn earn excellence points. The 360° evaluation helps the organization to collect feedbacks from employees on the products and services and other related operational issues on a regular basis.

Training Need Analysis

If an employee’s performance is below the expectation level on a continuous basis, the customer care department will intimate the same to HR department. Based on detailed evaluation, appropriate training programmes will be designed and delivered.

Assessment and Review

Models Of Service Excellence scheme was introduced in 2009 and is reviewed every year. Based on suggestions and feedbacks received from the stockholders and the employees the evaluation process is modified. During the latest revision, the weightage for Customer Relationship Management skills was increased in order to improve the overall customer satisfaction level. Additionally, a new parameter – employee satisfaction- was introduced in calculating the excellence points.

Results Achieved

1) Continuous Quality Improvement in Customer Service:

MOSE scheme emphasises the importance of the customer, their ‘needs’ and ‘expectations’. It motivates and recognises employees for their notable contributions in Customer Service, Transaction Handling, and Behavioral Pattern etc which has helped the organisation to improve the overall quality of service which is very much evident from the Increasing trend of Quality Score by DSES as shown in Figure 1.1

Apart from external parties, Customer Care department also does Customer Perception study and the scoring pattern is showed in Figure 1.2.

The Overall Customer Service Quality is continuously improving as a result of the MOSE initiative for which we are consistently winning DSES Award.

2) From Customer ‘Satisfaction’ to ‘Delight’:

The Excellence points earned on the Customer Appreciations criteria of MOSE Score Card has motivated the employees to extend the focus from customer satisfaction to customer delight not only by exceeding customer’s expectations, but also giving customers what they want or desire.

In Customer Appreciation, factors like Grievance Handling, Courteousness and Product Knowledge of the front line staff are taken into considerations.
MOSE process emphasis on proper customer grievances handling mechanism. This in turn has resulted in constant increase in customer satisfaction on grievance handling by employees. (refer Figure 2.1)

Courteousness of the front line staff is also appreciated by most of the Customers. Figure 2.2 shows the increasing in percentage of customers who appreciated their Courteousness over years.

MOSE process also gives stress on improving the employee’s product and process knowledge. From Figure 2.3 it’s evident that there is continuous improvement on Knowledge level.

3) Increase in Customer Loyalty

Overall the MOSE scheme is a successful platform for increasing the Customer Satisfaction which leads to Customer Loyalty followed with Customer Retention. All loyal customers exhibit positive behavior towards increase number of referrals and positive word of mouth (ref Figure 3.1)

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Figure 2.1- Customer feedback pattern on grievance handling at branches

Figure 2.2- Customer feedback pattern on branch staff courteousness

Figure 2.3- Customer feedback pattern on the Product Knowledge of Branch Staffs

3) Increase in Customer Loyalty

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4) Employee Satisfaction

The MOSE is proved to be a successful platform for every employee to improve their customer service standards. The number of employees qualifying for MOSE is increasing every year. An opinion poll on the satisfaction level of employees on MOSE is conducted to ensure that the exercise helps them and the organization to improve the service level.
Figure 4 shares the satisfaction level of the employees on the MOSE scheme.

![Employee Satisfaction Survey report on MOSE](image)

**Conclusion:**

MOSE scheme was introduced to improve the overall customer experience in the UAE Exchange branches. The Customer Care, Human Resources and Operations teams work together in arriving at a holistic development in Transaction handling, Customer Satisfaction and Behavioral Components of employees. The MOSE scheme has helped in improving the service quality and better internal as well as external customer satisfaction.

For further details, please write to us

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Marina Home Interiors

Company Profile

Home Fashion By Marina:

Conceptualized in 1997 MARINA Home Interiors Retail Network is a successful Dubai based home furnishings company. MARINA operates its sprawling showrooms through premium shopping malls and on upscale high streets as standalone brand icons across the Arabian Gulf markets. MARINA’s presence is rapidly becoming visible into Asian Sub-Continent countries as well both through corporate and franchised showrooms. The brand is committed to be recognized as a leading International name synonymous with finesse, creativity and quality by offering a discerning lifestyle to its customers through unmatched service standards.

MARINA’s eclectic and ecstatic showroom ambience invites exploration by encouraging its customers to linger a little longer to admire and rediscover impressions of artistic harmony with ‘fusion’ sensibility, attention to detail expressed through ultimate workmanship, rare combination of design uniqueness and functionality together with durability and a fair price. All these attributes are temptingly represented through MARINA’s creative visual merchandising.

Furnishings are chosen with intention and attention to unifying design elements such as color, line, texture, mass and form. It is with this principle that MARINA showrooms stand apart in their look, feel and ambience and is a testament to create itself as a strong niche market category leader unmatched and envied by competition.

By understanding consumer needs, in-house designing and sourcing from over twenty countries, MARINA caters to the lifestyles of today’s global generation. Over the years MARINA has established itself towards the same ideal; it has always come up with product ranges that are totally unexpected but completely accepted by its large platform of customers.

Today’s consumer is demanding and is no longer ready to settle for less. In a world full of intelligent consumers who believe that anything made is for philistines and hand-crafted products are an intellectually fulfilling flavor. MARINA’s commitment to the environment and keeping the traditions of arts and crafts alive instantly gets noticed through its offering which is dominated by extensive use of natural or recycled materials which are by and large handmade.

Quality control offices at every source country ensure consistently high standards and each product sold in MARINA showrooms is fully backed up with after sales service along with warranty provisions.

Marina services a number of corporate clients as well which includes leading regional award winning real estate developers, Malls government offices, hotels & resorts, offices and personal residences of VIPs.

Such unique brand offering essentially requires a competent team to manage the needs and expectations of its elite clientele; each of MARINA’s associate is thus carefully recruited through an extensive process which ensures that the organization has right people at all levels. Positive mindset, being service oriented and can do attitude are pre-requisites to fill up any vacancy. Systematic imparting of comprehensive knowledge on every aspect of business along with regular performance reviews allows front line associates to have a knowledge based interaction with the customers. DSES and Consumer Protection Directorate have been instrumental in setting up the direction to formulate objectives and guidelines for the brand. Through the implementation of same, MARINA is today being recognized as a leader in the industry.

Benefits from Applying for the Dubai Service Excellence Scheme and Dubai Quality Award.

Management’s commitment to carry forward financial stake holder’s vision has established the brand as a leader today in the relevant market segment. Such an achievement has only been possible through its collaboration with Dubai Economic Department from where the brand has tremendously benefitted by participating in DSES program, learning made
form EFQM excellence model, various trainings, workshops and seminars organized by the Business Excellence Center in which MARINA has always actively participated.

MARINA has been able to establish itself as customer’s preferred brand of choice. Independent and third party assessments provide unbeatable evidence of its achievements through various awards and acknowledgments. MARINA has been consecutively securing the best service outlet award from DSES secretariat since its association with.

According to PKF independent market study conducted in September, 2011 confirms that MARINA is recognized in the market as one of the best value brand amongst the competition on price and quality matrix.

Since 2006 having the brand associated with DSES secretariat, MARINA had quickly realized the benefits and secured ISO certification being the first furniture retailer in the region. ISO 9001:2008 is now well established in the organization. We have successfully secured the certification in 2011 for our operations in other GCC countries as well. Being focused on enhancing customer experience, we now measure all important aspects of our interactions with the customers i.e. Direct (in the showrooms), through phone / e-mail, internet, post delivery feedback, complaints and compliments monitoring, segmentation by Emirate, showroom size, product categories, average transaction value, items per transaction etc. are few of the indicators which are consistently measured, compared and analyzed for identifying areas for improvement.

Service performance ratings are an important KPI for the frontline associate which are the key factor in defining their profit share within the team having achieved its top line sales targets. From year 2010, we have extended the learning made through DSES guidelines and implemented the same strategy while serving internal customers. Through this approach support departments are now also being measured for their role based KPI’s. A combination of both the approaches have allowed us to include all support departments in the profit share mechanism where even the office boy is well aware of his performance indicators and how they will affect his monthly appraisal ratings thus quantification of his profit share. All these results are strictly objective to avoid any subjective bias.

In support of an environmentally friendly policy, the organization has already done necessary groundwork for attaining ISO 14001 certification, in addition H&S initiatives are very strongly promoted across the organization and associates are trained in their respective roles wherever they have to work in a controlled environment or they are to deal with special tools and equipment. Third party contractors are in place to manage Firefighting equipment along with AC, housekeeping, pest control services etc.

Since measurement needs of the organization expanded exponentially over the years, it was realized that our IT infrastructure requires a complete revamp so that information gathered from various sources can easily be linked and analyzed from decision making perspective. AX 2012 implementation as such is currently under progress along with switch the IT platform on office 365 which will allow us to further enhance our customer experience for the years ahead through a better understanding of their needs and expectations.

Being a regional leader in furniture retail both in terms of product and service offering, earlier this year we were approached by Tejari for the development of their B2C initiative Tejuri. Learning and knowledge sharing with Tejuri team has provided Microsoft valuable insights on which they are working extensively to bring in cutting edge retail POS solutions which will allow customers with complete freedom of choice through an interactive platform on tablets / smart phones.

Marina has taken its offering on the web through Tejuri where our International customers have access to purchase products of their choice, gift them to their loved ones and a lot much more. All these sales are more or less governed with the same mindset and policies that are applicable in our physical showrooms under the guidelines provided by DSES office.

Our Key Performance Indicators reflect strong brand growth even in the years 2009, 2010 where the market was reflecting negative trends. According to PKF independent market survey, growth for year 2011 and 2012 was forecasted at 8% to 10% whereas MARINA has successfully achieved 30% growth and similar results are anticipated for year 2012 based on the data till October end.

**Recommendations For Future Participants.**

Our advise to future participants is to firstly & foremost be clear about the objectives that why do they want to follow Business Excellence Model by becoming members of DED initiatives, if it is just for another award, better not go on the route but if you are serious about taking your brand to the next level we firmly recommend that you should have become DSES and DQA members yesterday. For any retail business, the one and only single most important aspect of the business is your customer. Before taking any decision or implementing a change whether it is in the store layout, product mix, price change or exchange and refund policies, always keep your customer first & always remember that
your business interests lies in your customers’ interest. Through DED, you will have the right platform to set your brand apart from the competition by exceeding today’s demanding customers’ needs and expectations.

There is no shortcut that can bring success to your brand and business ‘The shortest distance between two points is a straight line’. DSES along with Business Excellence Center provides all the necessary tools which will help you walk through the road to glory in the shortest possible time.

Take feedback and observations with an open mind as opportunities to not only improve upon but to innovate as well. Most common mistakes in customer dealings happen while executing the retail basics. Get them right and the rest will automatically fall in place.

Our Approaches:
To deliver an unmatched brand experience, we have various approaches in place which are well linked to each other and derive the desired results for the brand.

Best Practice 1: People Focus and Human Behaviour.
Having first identified our store specific customer profile in late 2006 and thereafter through continuous assessment and review in the later years, our recruitment criteria have been under an ongoing evolution process. Now we recruit people who qualify various assessment and psychometric tests along with having a proven track record in their earlier jobs in service industry compared to earlier approach of sourcing raw talent and grooming them up to our requirements.

Minimum education and experience matrix for various job roles has been enhanced, thorough background and reference checks have become a mandatory process. Cutting it short, we recruit nice people instead of grooming nice people; this approach now saves us a lot of time in delivering our key brand objectives. Once onboard, each and every incumbent goes through an extensive orientation & training program spread over not less than 45 days where the scope is to meet with each department head in person and get a briefing about the role it plays within the organization. Performance expectation setting by HR department through JD upon joining, assignment of a dedicated mentor who has been with the organization with at-least two years and is not less than of supervisory grade have become established practices in the business. Training activities are broken down by day and topic with daily documented assessment and recurring feedback intervals at every 10 days coming both from the mentor and trainee. During the training period, incumbent is only allowed to observe on the shop floor and does not interact with customers. At the end of training program a dummy review is conducted by the Mentor, upon his recommendation a formal review is scheduled with the Retail and HR Manager collectively thereafter where the new hire is assessed extensively on all key areas of business.

Only upon successful clearance of review interview the new hire is declared as being competent for the selling process else has to go through the identified AFIs with the mentor again.

While on job, we promote a transparent and positive work environment, various channels of communication are open for all stakeholders to provide feedback in order to improve upon whatever we do. Proper skills and tools for each job function are ensured, IT hardware has a fixed life of three years in critical work areas, no associate is authorised to install any unlicensed or unwanted software on their computers.

Rewarding good performance and motivating the team through both financial and non financial rewards is our key strategy to bring out the best in people. Our monthly performance monitoring sheet along with annual appraisal system allow for a two way interaction between each job link thus allowing associates to explore their full potential and overcome and AFIs through structured training and development programs.

Associates demonstrating extraordinary efforts to serve our customers’ are rewarded with appreciation certificates during the annual associates’ get together. Each individual also gets to have handsome cash reward along with these acknowledgment certificates. In 2011 this practice has been expanded to one category for every department in the organisation.

We realize that a feel good environment both for external and internal customers is the key for brand success; any sign of friction are thus identified early and addressed appropriately before they become irreparable.

Best Practice 2: Be The Customer.
We firmly believe that to serve our customer in the best possible manner, our associates should be completely familiar with their lifestyle, preferences, needs and expectations to the extent that they are a replica of their mindset.

Our customers are:
• Educated and learned.
• Extensive International travel.
• Savvy about latest market trends and innovations.
• Appreciate products that are sustainable, organic and eco-green.
• Possess great taste and have a thorough understanding of style and elegance.

MARINA realizes that in today’s competitive environment, it is essential for the brand to be visible at the right time to the right audience. All premium publications are thus covered under broad marketing strategy along with every possible opportunity capitalized upon which makes our customers feel proud having associated themselves with the brand. We have rewarded our customers with free concert tickets for Yanni’s first ever concert in the Gulf region last year where MARINA was the key sponsor of the event. Recently Gulf Business Awards and Interior Design Awards were also sponsored by the brand. We also associate with social causes like ‘Breast Cancer Awareness’ campaigns, ‘Environment and sustainability’ drives etc. to maintain our appropriate contact with our valued customers by keeping their soft needs in mind.

To allow our customers with complete peace of mind with their purchases, under advance anticipation, we ensure the application of necessary preventive measures such as service assurance checklist which ensures the avoidance of any unpleasant situations at the time of delivery of products due to service elevators or staircase restrictions. Under continual improvement objective, we have now built up a database of buildings with their lift size measurements. Services such as provision of interior designer’s assistance are available within the showrooms for guiding indecisive customers. Our delivery teams are provided with spare sets of uniform, deodorants, adequate pairs of socks since extreme weather conditions during summer months do take a toll on their presentation and hygiene. A dedicated customer service department is in place to address any issues that may transpire at the time of delivery or later related to product warranties.

In line with customer first mind set, activities on the shop floor and in the after sales service areas are clearly defined and communicated to our customers. Our Customer Protection Policy is printed behind each invoice and is also prominently displayed behind cash desk at each showroom. Policies related to photography and video, smoking, consuming edibles etc. are clearly visible within showroom which builds our customers’ confidence on the brand.

We conduct regular measurement and review of both Internal and Third Party Evaluation Of Customer Satisfaction Levels.

Internally to ensure compliance to our defined standards we apply and execute the implementation through the following:
• showroom Inspection Reports conducted by senior management.
• Cross auditing of showrooms by showroom managers.
• Recruited agency for mystery shopping (Ascent).
• Recruited customers for mystery shopping (Random Checks).
• Independent third party mystery shopping (DSES).
• ISO compliance audits.
• Internal Customer Service Report.
• Customer Feedback Forms.

A detailed objective format is in practice to assess showrooms on factors directly related to customer satisfaction. This format is used by the senior management and showroom managers while assessing each showroom location and cover the topics in detail i.e. showroom ambiance, temperature, quality of Health & Safety measure in place, music being played in showrooms, presentation of associates and merchandize, equipment efficiency, pest control etc.

Internal mystery shopping surveys cover detailed & finer aspects of associates’ interaction with customers in addition to the above topics. Areas such as product knowledge, ability to assess customers’ requirements correctly and proposing the right products, command over pre and post sale policies are rated.

External mystery shopping is based upon the feedback that we get through DSES mystery shopping reports, these cover more or less the same areas but at a broader level.

The quarterly results are discussed in detail during the Retail Managers’ meet identifying the AFI’s and streamlining the locations through corrective action plans.

Mystery shopping results are a key component of
Customer solutions.

Service report linked to address customer issues and to provide them with customer. The role of customer service department is to address customer issues and to provide them with customer feedback forms, and customer appreciation is executed through daily/weekly/monthly store reports, which is advertised widely to our toll free number which is advertised widely to our

KPIs based upon their nature. The gravity of the issues is linked again to any particular department / associates’ KPIs and gets reflected in the monthly appraisals / profit share as per the defined parameters.

Customer feedback forms are an independent and most relevant source of information that reflects on our efforts that we make to enhance our customer experience in our stores.

Areas covered in these are courtesy & helpfulness of the associates, satisfaction with the product range, overall shopping experience, future visit plan etc.

The results gathered from all these areas form the basis of training needs identification and designing of tailor made training modules for a group of associates having any AFIs.

Regular Assessment and Review

Through defined processes at each departments’ level, performance and results generated are reviewed upon regularly. Senior management reviews occur through monthly meeting conducted by the GM where policies, processes, results and targets are reviewed and documented.

Through learning and improvement activities, any changes in the plans, policies and processes etc. are conveyed through the management representative’s office which than form part of the updated manuals / SOPs.

Information Sharing.

Daily morning meetings are a must at each store covering defined topics related to store operations; reverse flow of information from store to management is executed through daily/weekly/monthly store reports, customer feedback forms, and customer appreciation notes. (Price Lists, Policies, Memos etc.)

The information shared through these resources give valuable insight into customer purchase behaviour in terms of effectiveness of marketing activities, product liking, price points, purchase versus non purchase ratios, average invoice and product value etc.

Compliance

MARINA ensures compliance to all Federal & Regional laws; we are amongst the very first retailers to observe any such initiative which promotes healthy and good business practices.

Results:

Under managements’ vision of being recognized as a benchmarking organization, results achieved in various areas are not a matter of chance or luck but are an outcome of well defined approaches which are continuously reviewed upon for improvement.

In the customer satisfaction area, we have won five awards of best service performance outlet during the past six years.

BIHR, Best Mall Design awards.

Our internal after sales service customer satisfaction index depicts that the new approaches put in place during mid 2008 have started to yield positive results for the business.
Nayomi Lingerie and Nightware

Company Profile

Nayomi is the region’s leading lingerie and nightware retailer and is known for its feminine products that offer exquisite collections fit for any princess. Nayomi, which means ‘soft and delicate’ in Arabic, is famous for its vibrant prints and luxurious fabrics. The brand operates in over 150 stores across the six GCC countries and is growing by the day.

Nayomi was launched in 1992 as a retail brand of Kamal Osman Jamjoom in KSA. Beginning as a lingerie concept, Nayomi has today evolved into a distinctive and leading brand within the region offering a wide selection of innerwear, nightwear, outerwear, bridal wear, fashion, active wear and more recently beauty products. It is the only brand of its kind representing an attractive combination of contemporary and exotic product.

Nayomi believes that every woman is a princess and the brand aims to fulfill her heart’s every desire. From the young lady who is looking for something simple, modest and fun, to the spirited woman who is more adventurous and willing to be a little daring, Nayomi has styles and designs that will cater to every wish.

The service in the Nayomi stores reinforces its luxury position with attentive and trained store teams ready to offer every customer VIP treatment.

Benefits of applying for the DSES

• The Awards are an excellent way of finding out what the Nayomi retail team is doing correctly and what they could be doing better.

• Through the Awards program, Nayomi has learned to train their team to better serve a multi-cultural clientele and to understand the different needs of different nationalities.

• The Awards program has improved the terminology and expressions used by the Nayomi retail team.

• Through offering better service as a result of the Awards program, Nayomi has seen a double digit growth in sales.

Advice to Future Applicants

• Use the knowledge that the Awards program has. They know the retail field inside out.

• Use the Awards reports. They offer excellent advice and tips on improving your business.

• The Awards information is user friendly, easy to deal with and offers a great deal of detail.

Nayomi Best Practise One: “So You Think You Can Sell” Training Program

In 2008, Nayomi embarked on an ambitious expansion plan which has seen the opening of more than 50 stores in 4 years. This has required continuous employment of retail sales staff, many of whom are young and have little or no lingerie selling experience. Furthermore, this young team are from diverse cultural backgrounds.
Setting customer experience as a priority, Nayomi introduced the “So You Think You Can Sell” training program. Every one of our retail team has been through this program. New recruits are put through the program and existing staff go through revision programs.

By putting our retail staff through the program, we are training them to:

- Identify basic selling stages that help to understand the selling process better.
- Practice modern and effective selling techniques that enable them to provide a superior customer service and sell with skill.
- Implement concepts that are essential to a retail business.
- Practice and apply the presented techniques in the store.

By doing the above, our retail staff can aim to:

- Sell every customer a product (Conversion Rate).
- Sell more to each customer (ATV).
- Develop personal trade (Number of Repeat Customers).

Our best selling practice includes training in 9 essential “Selling Stages”.

**The 9 Essential Selling Stages**

1. **Opening the sale**
   Opening the sale is more a process than a step. The sales person is taught how to approach the psychological, physical and verbal aspects of opening a sale.

2. **Quick Tour**
   The ‘Quick Tour’ is the opportunity the sales person takes to define our organization and our store to our customers.

3. **Probing**
   In the probing stage the sales staff determine what is important to the customer, what they really want and why.

4. **Demonstration**
   During the demonstration stage the sales person aims to establish value in the merchandise and create a desire for customers to own it.

5. **Adding On**
   Adding on or the ‘up sell’ is done through ensuring that the customer is completely satisfied with the primary purchase and is introduced to complementary products.

6. **Handling Concerns/Objections**
   Our sales team is trained to handle customer concerns and reservations. It is important to determine the reasons why the customer is not buying and try to save the sale.

7. **Closing the Sale**
   Closing the Sale is to ensure or confirm the buying decision. Closing the sale is an important stage to confirm the buying decision and ask for the sale when appropriate or necessary.

8. **Confirmations and Invitations**
   At this point, the sales person needs to confirm the benefits of the customer’s selection. This strengthens the customer’s confidence in having made the right buying decision. The sales person is trained to make the customer feel welcome to come back to the store whenever possible.

9. **Personal Trade**
   Through the training the sales person will be able to encourage repeat business and long-term customer loyalty with proper follow up and personalized service.
The Value Triangle

The sales team is introduced to the ‘Value Triangle’ to show them how important it is to carry out best practice sales techniques. Effective selling practices support a strong brand, excellent product and a premium store environment.

The Results

Over 600 Nayomi retail staff have been through the “So You Think You Can Sell” training program in the last 4 years. During this time we have seen a 38% growth in sales, and a 15% growth in average transaction values.

Feedback from the Retail Team

“I would like to thank our Company for giving me this training because it’s really helped me to improve my knowledge and also my sales. I am very happy that I always apply the technique that I learned from you. Also I always remember the words “SALE, SALE, SALE” and OUR MISSION TO CLOSE our Budget. I also believe that with team work we can do it.” Rouba Loubani

“I learned that most customers have a natural resistance towards sales people. It’s a ‘psychological aspect’ to break down that customer resistance, so customers feel relaxed and accept help.” Christine Ruth Carino Mendoza

These figures indicate that best practice sales training continues to contribute to the growing success of the Nayomi Brand.
“From the training I learned I can turn the visitor into a customer. The training has helped me improve my customer service. I have the tools to succeed and reach my dreams for the future.”

Nayomi Best Practice Two: New “Princess” Store Design And Visual Merchandise Protocol

A Store Design that supports our Service Model and tells our Brand Story

In 2011, the Nayomi Management Team made an investment decision to design a store environment that was consistent with our “Princess” brand strategy. This new store design supports our excellent customer service and offers our customers a glamorous, well laid out environment in which to shop. Through our service and store design, we want our customers to feel as though they are shopping inside a palace and to feel the luxury that a princess would be afforded. The new store design underpinned the review of the Nayomi Store Standards, together creating a best practise for the presentation of a Nayomi Store.

A Store Design That Enables Better Service

The store is zoned to reflect the different lifestyles of our customers (glamour, casual, bridal, seductive and everyday), and is designed in a symmetrical way. This makes it easy for the retail team to guide customers through the store and to keep it neat and tidy – a particular challenge for any lingerie retailer.

Additional to the layout, there are three main elements that help the retail team to offer better service.

1. The fitting rooms are an extension of the store and have a specific design. They have subtle lighting (so as not to cast too many shadows onto the customer), paneled doors and wall coverings to make them feel like dressing closets, hooks, and a seating area to place garments on. There is room in the fitting room for a staff member to assist the customer.

2. There is seating outside of the fitting rooms for people to make themselves comfortable while waiting for friends and family. This is also a good opportunity for the staff member to talk to these people about offers in the store.

3. The service centre is designed with a long pull out shelf. This is used to fold and gift wrap purchases.

Sales Increase

The increase in sales from an upgrade of a store to a “Princess” concept is a clear measure of success. We have opened 4 stores in the “Princess” concept and all are trading exceptionally well. The Mall of the Emirates refit (Dubai’s flagship store) in particular has performed beyond expectation, achieving 68% growth during August, the first full month of trade since the opening. Our retail teams are continually receiving positive comments from customers after each new opening. This in turn motivates the team to provide even better customer service and to take pride in their visual merchandising.
Best Practice Store Standards

To compliment the new store design, a set of best practise store standards has been put together.

The Nayomi stores are regularly audited by the Area Sales Manager. The stores are scored on the presentation of the store. After the audit, the Area Sales Manager meets with the store team and works through areas that require improvement. Training programs are implemented in areas where presentation is continuously weak. At the bi-annual Sales Training Conference, the sales teams with the highest scores are honoured.

The priorities in store presentation include:

1) Windows: to be free of dust inside and out; visually merchandised according to guidelines.

2) Retail area: enough stock in all sizes available; product arranged according to size and guidelines; all product hung correctly and level; no garments touching the floor; size markers visible; beauty items displayed as per guidelines with testers cleaned and labeled; floor free of dust and clutter; fixtures and fittings to be clean and free of marks; till and computer monitor clean and free of papers and gift wrap; no wires visible; all light bulbs and the air conditioning to be working.

3) Fitting room: carpet, walls, mirror, chandelier clean and dust free; all equipment and fixtures in good repair; all light bulbs working; fitting room not used for storage.

4) Stock room: organized and clean; food & drink prohibited; product arranged neatly by collection and in protective covering.

The introduction of a luxury and appealing store environment that is expertly merchandised, coupled with excellent sales service, is resulting in increased growth of the Nayomi brand.

An appealing, luxurious store environment is contributing to an increase in spend by each customer.

For further details, please write to us
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