Share Best Practice 2016

Good Practices From Winners of Dubai Quality Award, Dubai Human Development Award & Dubai Service Excellence Scheme
Foreword

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 for the 2014 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 expended
• 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 reflects 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 organizations every success.

Business Excellence Department,
March 2016
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Dubai Quality Award
Winners of 2014 Cycle
Al Ain Hospital (AAH) is one of the business entities and considered one of the public health care service providers under the supervision of Abu Dhabi Health Services Company (SEHA), www.seha.ae.

AAH is a 402-bed acute care hospital with 300+ physicians, 35+ medical departments including active Emergency and Trauma center serves the community by operating 24 hours a day, seven days a week, year around.

AAH today reputed for providing access and quality care to Al Ain city community and underlying its healthcare credentials. AAH is considered today the regional referral center for both infection disease and mental health science. Being located in the heart of Al Ain city and close to the civil center gave the hospital the easy access to its unique services to our community.

With more than 2000 employees; led by highly qualified and experienced medical professionals and administration staff members, AAH focused on enhancing the healthcare services in respiratory medicines, Neurology, Cardiology, Diabetes, Gastroenterology, Intensive care, Emergency and rehabilitation in addition to women health and pediatric care to the world class healthcare standards.

Al Ain Hospital started it is journey in excellence and coping with international best practices in healthcare in 2010 when it was accredited by JCIA in June 2010, and reaccredited again in June 2013. AAH also got the SKEA gold winner in 2013, DQA and DHDA in 2015.

Also winner of many other Awards at National as well as International level such as Arab Health Award, IHI, etc. and AAH Blood Bank is Accredited by American Association of Blood Bank.

**Mission**

‘providing quality patient care to our community with constant attention to clinical excellence’.

**Vision**

To be the hospital of choice in Al Ain and the Emirate of Abu Dhabi.

To be an involved community member.

To be a centre of international clinical best practice.

To be the health academic centre of choice within the UAE.

To be the health care employer of choice.
Benefits of applying for the Business Excellence Awards

• Enhanced team work and integrated approach for problem solving.
• To enrich the key processes in the healthcare industry with the excellence model.
• Holistic approach for excellence journey and enforce the implication of EFQM model in the organization.
• Objective assessment; having the hospital’s systems assessed by independent third party assessors which allow identification on areas of strengths and opportunities for improvement.
• Opportunity to benchmark the industry best in class. Opportunity to share good practices.

Advice to Future Applicants

• Build commitment from all stakeholders especially the senior management as they drive such initiatives.
• Celebrate success and quick wins by involving all concerned.
• The participation in the DQA/DHDA should be taken as a continuous journey towards improving rather than a destination in itself.
• Ensure organization wide awareness about the excellence model. Every employee should be involved in the process as it is a good learning experience.
• Form a cross functional team as a core team for the documentation.

Best Practice

Blood (RBCs) Cost Saving /Waste Reduction by implementing an “Effective Blood Utilization Program”

Background

Effective blood utilization is required by the Health authority and the American Association of Blood Banks (AABB) and CAP (College of American Pathologists) standards for blood bank/transfusion services. To decrease blood cost and wastage by implementing effective blood utilization program as per AABB (American Association of Blood Banks) and CAP (College of American Pathologists) standards for blood bank/transfusion services.

Approach/Detail Plan for implementation

1. Get approval for the use of non-ABO group compatible and short dated blood units from hospital transfusion committee.
2. Educate physician and nursing staff about the effective blood utilization program.
3. Regulate blood demand as per transfusion requirement.
4. Instruct blood bank staff to check short dated blood units and write on “Short Dated” sheet on daily basis.
5. Trained blood bank staff to cross-match non-ABO compatible and first use of short dated blood units.

Result/Target

To decrease blood cost and reduce wastage by implementing effective blood utilization program as per AABB (American Association of Blood Banks) and CAP (College of American Pathologists) standards for blood bank/transfusion services.

1. Create a new KPI for RBCs inventory management
2. Collect data and present to the hospital transfusion committee
3. Daily audit for short dated blood units by the blood bank staff
4. Weekly and monthly audit by blood bank supervisor to check compliance of the plan
5. Monitoring by blood bank supervisor of C/T (Cross-match/Transfusion) ratio KPI (monthly)
6. Monitoring by blood bank supervisor of blood (RBCs) inventory management KPI (every other month)
7. Submit progress report and related issues to the hospital transfusion committee
8. Include effective blood utilization program evaluation in annual report of the transfusion committee

Pathologists for transfusion medicine services within the facilities. The aim is to reduce transfusion risk, decrease wastage of precious human product and cut cost without compromising patient's need for transfusion. To achieve this objective a multidisciplinary approach was adopted by implementing and continuously monitoring measures using hospital transfusion committee meetings as a forum. Three years of study from May 2012 to August 2015 showed an impressive outcome in term of the wastage reduction and cost-effective transfusion culture.

Assessment & Refinement: Impact Analysis Effective Evaluation of Blood (RBC’s) Littilization

<table>
<thead>
<tr>
<th>Year</th>
<th>Stock received (unit)</th>
<th>Stock discarded (expired units)</th>
<th>Stock discarded (%)</th>
<th>Average stock received / month (unit)</th>
<th>Average stock discarded / month (unit)</th>
<th>Cost / unit (AED)</th>
<th>Discarded stock cost approx. (AED)</th>
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<td>194</td>
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<td>600</td>
<td>5,000</td>
<td>375</td>
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</tbody>
</table>

For further details, please write to us aadarmaki@seha.ae
The main purpose of AGH is to offer high quality primary, secondary and selective tertiary care services and refer its customers to the more advanced services in SEHA facilities in Abu Dhabi, through an efficient referral system. In doing so, AGH is always striving to meet the expanding needs and expectation of its community. The scope and number of services offered by AGH increased tremendously over the years and the quality of services were raised to comply with international requirements. Currently AGH offers services in: Trauma care, intensive care, Cardiology, laparoscopy surgery along with all primary, secondary, and preventive services in the rural areas of AD.

**Mission**
To provide primary, secondary & selective tertiary high quality, safe medical care services in an accessible and affordable way, by qualified staff, and through an efficient referral system.

**Values**
- Teamwork
- Respect
- Creativity
- Excellence

**Team work**
We always work together to reach our goals.

**Respect**
For employees, patients and the community.

**Creativity**
We will always be looking for new ways to do things and solve problems.

**Excellence**
We value high quality medical care and strive for the best in all we do.

AGH continued to evolve in the region as it provided its facilities with high caliber professionals, and updated infrastructure & technology and implemented best practices. Some of its achievements are:
- Achieved JCI accreditation for 3 of its facilities starting 2011. MZH is proud to be the first SEHA hospital to achieve re-accreditation according to the new 5th edition of JCI in September 2014.
- Received the silver Award from SKEA in 2013.
- Received Dubai Quality Award in 2014.
- First facility in SEHA to achieve HIMSS level 6, reflecting automation and safe pt. identification system.
- Full implementation of all modules of Malaffi (Medical record automated system) in all its facilities.
- Received HAAD approval for all EHSMS plans in all facilities.
- Established non-conventional cardiology services in MZH including state of art Cardiac Care Unit (CCU).
- Achieved advanced ranks among all SEHA facilities in most strategic KPIs.
Benefits of applying for the Business Excellence Awards

- To drive excellence
- Enhanced customer and community satisfaction
- Enhanced organizational performance
- Last but not the least, building a brand for the organization

Advice to Future Applicants

Being a part of the excellence community will drive excellence in the organization and make it more visible to its customers and stakeholders who will drive its business results and profitability.

Best Practice

Internal Assessment Of Organizational Performance Through KPIs

We, at Al Gharbia hospitals – SEHA, believe in Results-Oriented thinking, so have selected the title of our best practice to be “INTERNAL ASSESSMENT OF ORGANIZATIONAL PERFORMANCE THROUGH KPIs”.

Results Desired

Our aim is to be among the best entities in SEHA healthcare system which will ultimately be evidenced by overall KPI scores.

The thought of continuous improvement makes AGH continuously strive for the best results and in this regard we have been trying to improve our internal process of performance assessment & improvement at the organizational level. For this reason we have developed the related KPIs & we keep on improving them & making our targets stricter to achieve the best practices.

Being the healthcare organization, AGH is very customer focused and hence has developed a comprehensive complaints management system which is being monitored on a daily basis. SEHA has a portal and a hot line for the community to report complaints, and AGH has to communicate with patients and resolve their complaints within 5-7 working days. To have best results, annual third party customer satisfaction survey is being carried out by GRMC.

Approach Design

AGH aims at developing an extensive monitoring system & to have an objective, systemic, standardized performance assessment tools, specific & composite KPIs are established to drive results based improvements. This is in support of our strategy for organizational performance assessment based on SEHA strategic plan which is aligned with HAAD & Executive council of Abu Dhabi. The balanced score card system at AGH is being refined since 2011 and now in 2015 we have the most refined form which is based on 4 strategic programs & each program has its respective strategic projects.

The overall strategic plan focuses on the stakeholder needs and customer satisfaction. As waiting time is one of the most predictive drivers for patient satisfaction in healthcare, AGH exerted extensive efforts to reduce waiting time, and to monitor that in the most effective way. Similar techniques are implemented to monitor staff, customers’ and contractors’ performance and satisfaction.

AGH selects the KPIs based on the requirement of the objective of the selected process. The expected outcome helps us in defining the KPI and its capacity to achieve the set goal. At AGH, we have 5 top level strategic requirements which are very strongly considered while selecting the KPIs. These are: organizational goals, process performance, process monitoring & result achievement.

Deployment

Strategic meetings are conducted among senior SEHA & AGH leadership to develop the tools & communicate them through formal & open meetings with middle managers & all staff. It is further emphasized during the budget & business plan preparation & discussions every year. Moreover, monthly and Quarterly KPIs are used to measure AGH performance against specific targets, for all strategic objectives. To create awareness on the KPI results and strategy updates, all concerned stakeholders (internal & External) are communicated through AGH’s fine integration Information Technology system (Intranet and mail), for analysis & performance improvement. During the implementation and assessment phase, problems encountered are very professionally dealt with by having effective action plans which are approved by higher authorities.

In order to align with AGH strategies, the KPI’s are included in relevant stakeholders’ performance measures and are monitored on biannual basis to ensure the implementations are balanced across the system and ensured that implementation is meeting and exceeding as per AGH strategies and Goals. If any deficiency or discrepancies identified, the processes are referred to concerned chiefs to pay attentions to balance system.

Assessment & refinement:

Measurement of customer satisfaction is assessed and refined on Annual basis through focused group discussions with SEHA leadership & targets are assessed & modified to reflect best practices. International databases are used more frequently specially for clinical services for benchmarking purposes.

It started in 2009 through manual surveillance tool which was later refined through real time system in 2011 along with a comprehensive Complaints management system. For continuous assessment, AGH introduced 24-hrs customer service staff and hotline with daily rounds to assess satisfaction and receive complaints and provide immediate feedback.

In general, data was collected, validated and segmented internally by AGH data analysis unit. Starting 2012, SEHA started producing system wise data, which was continuously refined and standardized. By Jan 2013, all KPI data is generated by a Business Intelligence unit in SEHA to reflect uniformity, standardization and validity. It is segmented as needed to reflect departmental details, staff and customer categories, so that all improvement plans are more focused and directed towards goal achievement.

From time to time, KPIs are modified, categorized, with stricter targets. For example, Waiting Time KPIs were segregated into THIQA & Non-THIQA patients, with a different target for each.

As an innovative approach in process to refine data collection, in December 2014 AGH adopted the process of “The Mystery Shopper approach” to provide an enhanced system to measure customer satisfaction than the existing contemporary approach. In Q1 2015, AGH’s Mystery shopper score became the official KPI score for customer satisfaction. The Mystery shopper approach by third party organization provided 6a creative insight to measure and monitor Customer satisfaction processes. Moreover, an international third party was contracted in 2009 by SEHA to have a standardized patient satisfaction survey across all SEHA. It provided benchmarking with other SEHA facilities.

In 2013, Annual satisfaction survey with support services providers was introduced and based on the survey results and external stakeholder’s performance, AGH established strategic partnerships with many outsourced companies, and started external stakeholder’s satisfaction surveys. These were replaced by electronic surveys in 2014.

The above are only few examples to reflect AGH commitment to customer service and strategic partnership.
Fig: 1 Overall performance score for all SEHA Q2-2015

Fig: 2 AGH vs. All SEHA Avg. key indexes Q2-2015

Fig: 3 Overall AGH Pt. Satisfaction vs. SEHA AV, 2009-14

Fig: 4 OPD Pt. Satisfaction at AGH vs. SEHA AV, 2009-14

Fig: 5 Pt. Satisfaction ER vs. SEHA AV, 2009-2014

Fig: 6 Pt. Satisfaction IP vs. SEHA AV, 2009-2014

Fig: 7 OPD Pt. Satisfaction with Physician services, 2009-14

Fig: 8 Willingness to Visit Hospital (OPD)
Success story

In the aim of becoming one of the best entities in SEHA, the following trends & analysis will prove the continuous journey of AGH towards excellence and improvement.

For further details, please write to us mfirikh@seha.ae
Emirates National Oil Company (ENOC) L.L.C. is wholly owned by the Investment Corporation of Dubai ("ICD"), an entity owned by the Government of Dubai. The Company was incorporated with limited liability in the Emirate of Dubai in April 1993. Since its establishment in 1993, ENOC operates in an increasingly broad range of business ventures primarily in the Oil & Gas sector.

ENOC Retail was originally established as EPPCO Retail in 1988 in Dubai in line with the directives of Government of Dubai. In 2005 ENOC Retail became the retail and marketing arm of the Emirates National Oil Company (ENOC) Group.

Today ENOC Retail is established as a petroleum retailing leader in the UAE. As a pioneer, ENOC Retail introduced the first convenience store to the UAE in the early 90’s. Over the last decade and half, business has expanded including the franchising of the successful convenience stores concept (ZOOM), bakery & café (Pronto). The company operates a network of 118 service stations in Dubai and the Northern Emirates. With over 4,000 employees in the organization, ENOC Retail “offers one-stop-shop to customers so as to make their life simpler” and providing customers what they want, where and when they need it. ENOC Retail symbolizes speed, convenience, service and value, serving more than 80 million customers annually.

Vision
“To be the No.1 Retailer in every market segment we operate”.

Mission
“Bringing convenience and value to peoples’ lives”.

Core Values
(a) Customer Focus
(b) Performance Driven
(c) Team Work
(d) Continuous Improvement
(e) We care about our Employees
(f) Socially Responsible

Fig. 0.1 - ENOC Retailscoping diagram
Benefits of applying for the Business Excellence Awards

- DQA provides a comprehensive learning experience through self-analysis and by benchmarking performance against best in class
- DQA provides a comprehensive Feedback Report outlining key strengths and areas for improvement enabling the organization to further improve and continue its excellence journey
- DQA enables recognition of an organization’s best practices and excellence initiatives
- Participating and winning the DQA enhances the reputation of the organization

Advice to Future Applicants

- Organizations keen to improve and excel should participate in such Business Excellence Awards
- Participation enables an independent review and assessment of the organization’s continuous improvement and benchmarking initiatives
- Participation facilitates an organization to introspect internally and identify areas for improvement
- Participation enables an organization to improve staff morale, foster a spirit of team working and cohesiveness

Best Practice

Looking Good Program

We, at Al Gharbia hospitals - SEHA, believe in Results-Oriented thinking, so have selected the title of our best practice to be “Internal Assessment Of Organizational Performance Through Kpis”.

The Looking Good (LG) program was first introduced in the year 2003 and was launched to maintain Retail Sites as per the standards required by ENOC Retail in terms of good housekeeping and well organized merchandising. Designed and developed completely in-house, the program has been built on the principles of 5S. Keeping the customer perspective as primary, the LG Application has designed a questionnaire with more than 170 questions which covers every facility in the retail sites. With the key objective of maintaining high standards at the sites, the LG application assess site conditions in order to ensure that the sites are clean at all times, staff are well presented to customers, all facilities are working perfectly and all products are available and in the right place.

Looking Good! Program

To assess compliance to the LG standards, assessors visit the sites on monthly basis to conduct the Looking Good assessment on a pre-defined LG questionnaire for the facilities available at sites. The Looking Good program is managed from the Head office and is operated at the site level. At the site level, the Site In Charge conducts a self-assessment every week. This is followed by LG assessment conducted by the assigned assessors on a monthly basis as per the assessment plan.

1. Plan & Development

Planning for Looking Good Program is done at the beginning of each year taking into consideration business units’ requirement such as new targets, enhanced customer standards, new certified sites to IMS standards and current pool of trained assessors. Based on these inputs the assessment plan for the year is scheduled. The trained assessors visit all the ENOC Retail sites located in Dubai in line with the assessment schedule. For a network strength of about 99 sites in Dubai, about 380 LG assessments are conducted in a year. The number of assessments for each site is dependent on the site banding which is in 3 categories – Band 1, 2 & 3. Band 3 sites are assessed more frequently (5 to 6 times every year), since these sites have high volume of customers with high revenue generation.

Band 2 sites are assessed about 4 times in a year while Band 1 sites are low volume sites by customer visits and revenue, and are assessed about twice each year. The Looking Good Questionnaire has more than 170 questions based on the facilities and business propositions at each site such as Forecourt, Convenience-stores, Car wash, Quick oil change and Pronto.

2. Development

The assessors receive the assessment notification through the LG IT Application and by email at the beginning of each month. As per the plan of assessments, on average 35 assessments are conducted by the assessors each month. Then assessors input the assessment questionnaire directly from the LG system which is programmed to tailor the questionnaire as per the business facilities applicable to each specific site.

Once the site visit is physically completed by assessor, the questionnaire is filled and details entered into the LG System. The hard copy of the report is submitted to Quality & Excellence Department for records.

All negative findings from the assessments are raised to the Retail Field Supervisor (RFS) through the Looking Good system for corrective action and review. In case the action remains pending for more than 5 days, the issue is escalated to the Area Manager for urgent action.

In case the RFS has completed the action taken report, the same is forwarded to the Area Manager for review and approval. Questions with repeated negative scores for the same site are escalated to the Operations Manager for immediate resolution in order to ensure that the issue is not repeated and the site is maintained as per the highest Standards.
Assess & Refine
Post review and analysis of the LG Initiative, major refinements were carried out during 2012 - 2013 where in the LG standards were refined and upgraded to give the customer a more enhanced experience at the Retail Sites. Greater clarity was brought in by addition of definitions to each visual standard. The methodology was refined by developing and deploying a new LG IT software application which now automates the process of scheduling of sites, auto generation of LG Questionnaire, auto escalation of results and Action Taken reports. Assessors were re-trained to assess as per the new Assessment Standards, which has resulted in better compliance and improved Customer Satisfaction. It has now been decided to deploy this initiative in other Retail Businesses in ENOC such as Tasjeel and AutoPro.

Results
Results obtained from the Looking Good Assessments show a very high rate of compliance and performance over the last five or more years. LG scores have consistently been above the target of 92% in 2014, which in turn has helped ENOC Retail to maintain a healthy Customer Satisfaction score of 82% and above in the customer satisfaction surveys run by external third party.

Advice to Future Applicants
- Organizations keen to improve and excel should participate in such Business Excellence Awards
- Participation enables an independent review and assessment of the organization’s continuous improvement and benchmarking initiatives
- Participation facilitates an organization to introspect internally and identify areas for improvement
- Participation enables an organization to improve staff morale, foster a spirit of team working and cohesiveness

Benefits of applying for the Business Excellence Awards – DQA
- The commitment to the Excellence journey proposed by the DQA tiers has realigned the organizational strategy to pursue leadership in “the race which has no finish line”
- Educating our leaders on the DQA Excellence model has allowed us to strengthen our leadership capabilities to drive and sustain our culture of excellence;
- The process of self-assessment, deployment of strategic improvement plans, compilation of data and best practices and our colleague awareness sessions throughout the submission project has brought much synergy and cohesiveness across functions and a deep understanding of the meaning of excellence at all levels;
- Winning the Award was very motivating to all our colleagues and we observed an increased level of engagement and pride across the organization.

For further details, please write to us khaled.yahya@eppcousae.com
Best Practice

Jumeirah Emirates Tower’s (JET) most crucial differentiator as an employer is our focus and commitment to our colleagues demonstrated by one of our guiding principles: Continuous Growth. JET’s leadership team is focused on performance management and development of our colleagues to support their personal career goals.

Desired Results

In face of the increasing supply of hospitality products and services in the region, the focus on colleague engagement and development is critical to the success of any organization in the sector both in (a) driving guest satisfaction through colleagues who are loyal and cared for as well as (b) retaining and developing talent who sustain a culture of excellence.

The objective of our Colleague Development strategy was to adopt a company-wide focus on colleague engagement and development by growing and rewarding internal talent. This is measured in at least three ways: number of promotions (continuous growth), colleague engagement and turnover rate.

Assessment

In understanding the challenge with the availability of talent as well as the competition amongst an increasing number of hospitality employers, JET established a colleague development strategy and adopted yearly targets under the People dimension of its Balanced Scorecard (BSC) for at least the last 4 years. These targets are developed each year based on the progress of yearly Balanced Scorecard Projects and opportunities identified through the systematic review of people indicators such as Colleague Opinion Survey (COS), performance history and a comprehensive SWOT Analysis.

1. **Fair and consistent performance assessment**: In 2012, to build a foundation of concrete and fair assessment of our colleagues, the target and approaches were based improving the quality of appraisals received by all colleagues.

2. **Colleague Development Opportunities**: In 2013, the organization was ready to focus on promoting a strong culture of performance management and career development by implementing strategic projects aiming at a target for continuous growth figures (i.e. a certain number of internal promotions).

3. **High Performing Talent**: One of the key differentiators amongst our competitor employers was an approach introduced in 2013 known as the HiPo program. Targets were also set for departments to identify and develop their High Potential colleagues.

4. **Colleague Engagement**: In 2014, the projects and targets focused on further driving colleague engagement towards their learning and development opportunities and career advancement and these respective sections of our COS.

5. **Colleague Loyalty**: In 2015, the organization has set a reduction on turnover rate as a strategic goal and further deployed projects aimed at retaining the valuable talent acquired and developed throughout the last years.

Assessment and Refinement

The success of our colleague development initiatives is measured by the annual COS which has a section of questions dedicated to this area. Initiatives such as the HiPo program are reviewed annually by the Executive Committee during the annual strategy planning. Information for this review is collected via a survey which all the HiPo colleagues complete upon the conclusion of the program. Recent improvement of the program reduced the number of participants to enhance the effectiveness and make it more attractive and aspirational to our colleagues.

Ultimately, our success is measured on the achievement of our BSC People target where the progress is reviewed on a monthly basis during BSC Review meetings.
Deployment
Several Never Been Done Before (NBDDB) initiatives such as Appraisal Quality Checks, Career Fair, IDP Open Day, Leadership Workshop and the HiPo Program were originated and embedded into our management system as a result of this drive to support the career growth of our colleagues.

The HiPo (High Potential) program in particular has been instrumental in recognizing and growing internal talent. Introduced in 2013, the HiPo program focuses on the talent review of all JET colleagues through their performance (appraisal scores) and their potential to identify and select few to be named as HiPo’s. These high potential colleagues are then groomed throughout the year for respective promotions through initiatives such as customized training sessions, exposure to senior meetings, involvement in various projects and guaranteed interviews for internal job applications.

Results Achieved
Here are some examples of metrics which indicate the results we have achieved over the past few years.

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* The drop in scores in 2014 is a result of a review of survey questions and weights with a new company being hired to run the survey.

Sheikh Khalifa Medical City (SKMC) is the largest hospital in the UAE and one of the most advanced Academic Medical Centers in Abu Dhabi, United Arab Emirates, governed by Abu Dhabi Healthcare Services Company (SEHA) and managed by Cleveland Clinic; one of the top healthcare organizations in the USA. SKMC consists of a 622 bed Acute Care Hospital, 15 Outpatient Specialty Clinics (OSCs) and a Blood Bank. SKMC also manages a 125 bed Behavioral Sciences Pavilion (BSP) and an Urgent Care Center (UCC) located within the city of Abu Dhabi.

SKMC was established in 2005 as a result of the merger of all publicly held healthcare organizations in Abu Dhabi Island. To strengthen the merger, SKMC underwent a series of transformational events. In 2007, SKMC came under the management of Cleveland Clinic.

SKMC first received Joint Commission International Accreditation (JCI) in 2008 for the Main Hospital (Surgical and Medical Pavilions), OSCs, Khalidiya UCC and Abu Dhabi Blood Bank (ADBB), and subsequently reaccredited in 2011 and 2014. SKMC is also accredited as a Cycle IV Chest Pain Center with Primary Angioplasty Intervention, having been the first outside the USA to achieve Cycle III recognition and only the 12th worldwide to do so. The main laboratory of SKMC and ADBB is also accredited by the College of American Pathologists (CAP) and American Association of Blood Banks (AABB).

What makes Sheikh Khalifa Medical City (SKMC) valuable are its unique characteristics within the UAE healthcare industry, namely:
- the only Transplant Center
- the only Pediatric Cardiac Surgical Program
- the first and most established Primary Angioplasty Program
- the largest Pediatric Oncology and Hematology Center
- the largest and most successful Bariatric Surgery Program
- the largest Education and Training Center
- the largest Behavioral Science Center
SKMC has several centers of excellence and provides comprehensive services in all healthcare disciplines relevant to the needs of the community, from Neonatal till Geriatric services including Wellness Programs, Home Care and Health education. SKMC is governed by its commitment to practice modern medicine to the same high standards as the best medical facilities in the world. SKMC’s comprehensive health care services cater to the needs and priorities of the Abu Dhabi community.

All of the above have positioned SKMC as the flagship hospital in the community.

Benefits of applying for the Business Excellence Awards

- Alignment and raised focus on Excellence with Senior Management.
- Feedback report on strengths and areas for improvement provided a platform for self-assessment and to streamline strategy into action and continuously check in improving organization’s performance.
- Requirement to showcase a positive trend motivated the staff at all levels to review departmental initiatives to meet the strategic goals.
- Helped our organization to showcase our greatest achievements and to benchmark them using international excellence tool.

Advice to Future Applicants

- Ensure that leadership understands and plays a key role in the implementation of the EFQM model and regular repeated training and education to be given to employees on how EFQM Model applies to your organization.
- Maximum number of staff to be involved in the process as it is a good learning experience and team-building activity.
- Review your Key Performance Indicators to set targets and benchmarks for performance improvement sustainability and positive trending.
- Document important events, activities, survey feedbacks as it corroborates DQA submission.

Best Practice

Door-to-Catheterization Lab Journey - Transformation Using Robust Process Improvement Tools

Cardiovascular diseases (CVDs) are the leading causes of death in the UAE. SKMC is the primary center in Abu Dhabi, UAE which performs Percutaneous Coronary Intervention (PCI) as treatment for ST segment Elevation Myocardial Infarction (STEMI). Timely access and intervention are life-saving and have the potential of improving the patient’s outcome. Primary PCI is the routine treatment in SKMC for eligible STEMI patients 24 hours a day, 7 days a week. Guidelines recommend that the interval between arrival at the hospital and intra coronary balloon inflation (Door-to-Balloon (D2B) time) during primary PCI should be 90 minutes or less. The earlier therapy is initiated, the better the outcome.

Our aim was to decrease the D2B average time for patients with STEMI who come through our emergency department (ED). For three consecutive months, from September to November 2011, only 73% of our STEMI patients had D2B times less than 90 minutes, which was the recommended best practice guideline. In order to increase this rate, our average D2B time should be reduced. To achieve this goal, the first objective was to identify the steps (metric) from medical contact (door) to open artery, along with the observed time for each step in the process. The main categories of process steps include the door-to-ECG, ED to cardiac catheterization laboratory, and catheterization laboratory to emergency cardiac care (ECC), specifically in the treatment of STEMI. The interval starts with the patients arrival in the emergency department, and ends when a catheter guide wire crosses the culprit lesion in the cardiac cath lab. The primary outcome measure was overall door-to-balloon time. Subinterval time periods were collected to show what effect the changes had on the sub-processes in the overall door-to-balloon process.

Shown below is a summary of benefits that are expected to be realized by deploying the approach:

- **Tangible Benefits**
  - Decrease in average D2B time
  - Shortens turnaround times
  - Meeting the governance (STEMI/D2B) time target
  - Achieving SPC/ISHN Core key requirement

- **Intangible Benefits**
  - Enhanced patient safety
  - Improved patient experience
  - Improved hospital reputation
  - Increased patient outcome
  - Productivity growth
  - Improved staff engagement and communication

**Desired Outcome**

Our aim was to decrease the D2B average time for patients with STEMI who come through our emergency department (ED). For three consecutive months, from September to November 2011, only 73% of our STEMI patients had D2B times less than 90 minutes, which was the recommended best practice guideline. In order to increase this rate, our average D2B time should be reduced. To achieve this goal, the first objective was to identify the steps (metric) from medical contact (door) to open artery, along with the observed time for each step in the process. The main categories of process steps include the door-to-ECG, ED to cardiac catheterization laboratory, and catheterization laboratory to emergency cardiac care (ECC), specifically in the treatment of STEMI. The interval starts with the patients arrival in the emergency department, and ends when a catheter guide wire crosses the culprit lesion in the cardiac cath lab. The primary outcome measure was overall door-to-balloon time. Subinterval time periods were collected to show what effect the changes had on the sub-processes in the overall door-to-balloon process.

**Potential impacts of the agreed approach were studied further using different impact analysis matrices – impact on organization goals, performance measures and stakeholders shown. This provided the hospital a deeper understanding on how the use of Lean Six Sigma methodology will help the organization realizing its strategic goals, and its impact on the patients.**
Deployment

Lean Six Sigma methodology was used to reduce D2B times in STEMI patients presenting to our tertiary care center. The primary challenge addressed by the SKMC-STEMI protocol was the suboptimal coordination of care for STEMI patients from the ED to the cardiac catheterization laboratory. Although each group of caregivers strived to optimize processes within their own work unit, we felt however that more coordinated effort was needed to improve timeliness of primary PCI across the entire system of care experienced by the patient.

Specific steps in STEMI care were determined; time goals were established, and processes were changed to reduce each step's duration. Outcomes were tracked, and timely feedback was given to providers. Several strategies implemented at each door-to-balloon interval in our protocol have contributed to the ability to obtain door-to-balloon times of less than 90 minutes in such a large proportion of patients with STEMI. Changes in flow of care, communications, cardiac catheterization team activation and data collection were made. Changes in practice implemented at SKMC were based on prior published suggestions on how to decrease door-to-balloon. Other changes were made based on the DMAIC cycle performed through this project. The team came up with the fishbone diagram which clearly identifies the causes of the delay in our door and value stream mapping was performed.

Assessment and Refinement

The multidisciplinary team analyzed each phase in our door-to-balloon process using the data collected, and then applied current process reviews, lean thinking and brainstorming. In order to ensure continuous improvement, the following steps were undertaken:

- Tracking, auditing and monitoring the PCI performance improvement opportunities.
wasl Asset Management Group

wasl was established on May 25, 2008 by the Dubai Real Estate Corporation (DREC) to oversee the management of its assets and grow its real estate portfolio. Its main objective is to strengthen Dubai’s position as the premier hub to live and work in and at the same time be the ultimate destination for tourists.

DREC was created following the merger of the Dubai government organisations; Dubai Development Board and the Real Estate Department. Following the merger, wasl has succeeded in challenging and changing the way the real estate industry behaves by improving customer service levels, introducing new business practices as well as working with regulators to help shape the legal framework. All of these have enabled wasl to become one of the largest real estate management companies in Dubai today.

wasl operates across a wide spectrum of property management, project management, hospitality and leisure facilities for DREC and a several other private owners. These range from residential and commercial properties to industrial plots of land and, from leisure and entertainment to hotels and serviced apartments. Complemented by Dubai Golf and wasl hospitality, wasl aims to further enhance the success of Dubai by actively contributing directly and indirectly to its economic growth. As a customer-oriented company, wasl is focused on creating a legacy of trust and respect, acting as a responsible corporate entity and as a platform for innovation in asset management.

Results Achieved

With our D2B process significantly improved, our median D2B times during the months of February to April 2012 decreased from 75.9 to 60.1 minutes. In addition, the percentage of patients meeting the 90-minute window improved from 73% to 96%. Improvements from there on were sustained and targets were achieved. Strong and optimal interdepartmental communication were also observed since the role of the different departments in each of the care process were determined, clarified and agreed upon. It also ensured that prompt feedback of time-based results to staff involved in the care of the STEMI patients were shared and discussed.

For further details, please write to us sellahham@skmc.ae
Benefits of applying for the Business Excellence Awards

- The learning during the preparation for the award was the biggest benefit, as we challenged ourselves to measure up to the rigorous requirements of the EFQM’s Excellence model.
- The award process has instilled discipline and the need for organizational planning in everything we do.
- The award assessment provided us with an objective, independent third-party view of our performance against the requirements of the model.
- The award is a prestigious accolade which boosts our presence in the industry.

Advice to Future Applicants

- This endeavour requires unstinted top management commitment, so that the seriousness would cascade seamlessly to all levels of the organisational hierarchy.
- Preparation for the award is the responsibility of all functions of the organisation; not just the quality department.
- Understand the requirements of the award model thoroughly. Communicate the award methodology and process to all employees.
- Ensure strict gap analyses are conducted well in advance, so that you would have time to rectify them prior to finalising the submission document.

Best Practice

Providing value to customers in all market conditions

Despite a constantly changing environment, our long-term view and the balanced diversification of our portfolio have allowed us to adjust to commercial risks, overcome challenging market cycles and to maximise value. Notwithstanding the overall impact of the global recession that prevailed immediately after its inception, wasl grew from strength to strength through the deployment of robust strategies that were well conceived and executed. Our investment approach, in addition to being value-oriented and customer-centric, focusses on real estate sectors that will support the growth of Dubai and further enhance its position as the region’s leading business hub.

Successful strategic approaches include determining the need of the customer, enhancing service standards, establishing a 24X7 Call Centre enhanced personal interaction at Call Centre and Service Centres, the upgrade of the technology platform, rationalisation of processes, provision of alternate channels viz. E- and M-Services etc. The approaches have resulted in year-on-year growth in financial performance, sustained cash flows and a large base of satisfied customers. Our investment approach, in addition to being value-oriented and customer-centric, focusses on real estate sectors that will support the growth of Dubai and further enhance its position as the region’s leading business hub.

Investment Strategy: As an asset management group, wasl’s investment strategy is focused on delivering optimal returns while protecting and growing the asset value over the long term. wasl’s real estate portfolio is significant in scale and broadly diversified, encompassing residential, office, hotel, retail, industrial, educational and multi-purpose properties across Dubai. The Company has the largest portfolio of residential units in Dubai and includes many of the emirate’s best known landmarks, such as the Grand Hyatt Dubai, Le Méridien Mina Seyahi Beach Resort & Marina, the Westin Dubai Mina Seyahi Beach Resort & Marina, Dubai Creek Golf & Yacht Club (DCGVC), Emirates Golf Club (EGC), and our latest developments, the wasl square and the wasl trio.

wasl has changed its entire outlook in the last 5 years by becoming more market-conscious as well as becoming more visible and accessible to the customer, wasl’s increasing reliance on electronic solutions that are based on the latest technologies to facilitate interactions with/ by customers, suppliers and other organisations as well as in internal operations, is designed for wasl to be in alignment with the challenging policies of the government, which aims to see Dubai at the forefront of smart technology.

Competition & Pricing

External drivers of change are generally associated with market conditions and competitive activity. Despite continuing to be financially self-sufficient, wasl has departed from the erstwhile practice of being driven by or being dependent on the market rate. Now, through a robust research and analysis process, the pricing is under constant review and adjusted based on market conditions. This has resulted in wasl becoming a key driver of the market in respect of property leasing rates.

wasl is alert to competition as well as to market dynamics, in order to provide the most competitive value proposition to its customers.

Development of Products & Services

wasl believes that the highest quality of products and services should be provided to its customers. In order to achieve this, we ensure that our products are guided by a variety of factors such as customer expectations, statutory guidelines, market needs and opportunities, financial resources, etc.

We assign priority to the Dubai Government’s urban planning initiatives while developing and delivering our products. Our product development involves several steps such as:
- Conducting product & market research,
- Developing concepts including estimate of investment required,
- Product costing,
- Sales projections,
- Project execution,
- Pricing,
- Sales plan/ strategy and
- Monitoring and measurement.
Catering to Changing Needs & Expectations of Customers: At Dubai Golf, new facilities such as Night Golf, Drive Simulation area, Paddle Tennis etc. were introduced following careful research and to cater to the changing needs and expectations of customers. wasl’s strategy to focus attention on developing several new medium and premium hotels has been based on the vision of its key stakeholder i.e. the Dubai Government to project Dubai as a primary destination for tourism. wasl’s recent endeavour to enter into the freehold segment of the properties market is another evidence of its strategy to constantly seek for and seize opportunities to cater to changing expectations of customers.

Customer Retention: wasl places significant emphasis on customer loyalty and customer retention. Delivery of high quality of service, value added product offerings, discounts, special packages etc. are some examples of deployment of this strategy. Through our attention to provision of the highest level of services, we have to a great extent succeeded in retaining our customers for several years. The results of the Customer Satisfaction Survey are used to predict customer perceptions on loyalty.

Benchmarking: Through various surveys and researches, wasl benchmarks its processes and achievements against the best in the industry. This continuous exercise has enabled us to identify areas for improvement and also provide enhanced products and services to our customers.

Complaint Management: Customer complaints and service requests are logged in the CRM system and independently monitored until resolution. Quality of resolution is determined by independent officials by verifying customer’s satisfaction with the same. Availability of a 24 x 7 Call Centre and other electronic modes of logging requests enable a customer to interact with wasl without leaving his/her home or while on the move. The CRM system has enabled wasl to monitor customer interactions and utilise related reports for various analyses. At Dubai Golf, customer feedback is centrally monitored by the Quality Department.

For further details, please write to us satishp@wasl.ae
Zulekha Healthcare Group is one of the foremost brands providing the highest quality healthcare in the UAE. Theirs was the first Group to receive the largest International Quality accreditation for both multi-specialty hospitals in 2007. Zulekha Hospital (Dubai and Sharjah) were accorded accreditation for their high quality healthcare services from Joint Commission International (JCI), USA. As an endorsement of their consistent commitment to high quality, both hospitals in Dubai and Sharjah received Re-accreditations on December, 2010. Furthermore, Zulekha Medical Centre (Dubai) was also accorded the JCI accreditation in January 2009 making it the first private multi-specialty medical centre in the whole of UAE to achieve this feat for high quality in healthcare.

Zulekha Healthcare group is proud to have various accreditations/awards to its credit in various sectors like IT, Engineering, CSR and Healthcare. Some of the awards/accreditations include, Joint Commission International Accreditation, ISO 20000, Best Sustainable Hospital Project Award, Best Technology Initiative award, Dubai Chamber CSR Label award, ISO 15189, College of American Pathologists accreditation among others.

Consistent to the Group’s vision ‘To be the most efficient, competent and courteous providers of comprehensive Healthcare in the world’ and mission ‘To provide easy accessibility to high quality healthcare’, the Group is now one of the largest private healthcare networks in the UAE. It’s a healthcare conglomerate with two multi-specialty hospitals, three medical centers and three pharmacies. The Group today has over 1,700 personnel that include more than 200 qualified doctors, staff nurses and a host of paramedical staff. Today, Zulekha Healthcare Group symbolizes comprehensive healthcare that is easily accessible to any one in need of any kind of medical attention.
Benefits of applying for the Business Excellence Awards

- Holistic Model which can be applied for all hospital systems and processes, brings the organization members together
- Use of RADAR methodology for assessing the processes and systems
- The process of implementing the model brings all the organization staff together
- The feedback report of assessors identifies opportunities for improvement which can be implemented

Advice to Future Applicants

- There is no right time, the moment you decide to apply it is the right time
- The process of implementing the EFQM model is very enriching and brings different teams together working for a single cause
- Attend the new applicants workshop, it is very informative and helpful
- Get the concerned process owners write the relevant parts of submission report

Best Practice

“ZULEKHA” Performance Improvement Model

Performance Improvement always remained as the highest priority at Zulekha Hospitals. Various performance improvement tools were used to bring about improvement in various processes over the years. They were concerted efforts involved in bringing these projects to a definitive and in terms of reaching the goals. Most of the projects however, need not have necessarily correlated with the financial gains/savings and sometimes the efforts put in might have not yielded expected results. This, we have developed our performance improvement model called “ZULEKHA” to have a sense of belongingness to this model and pride in using it. The idea also was to expand this model implementation hospital wide.

Approach

A performance improvement model “ZULEKHA” was developed taking into inputs from various stakeholders of the organization. A plan was made for the implementation as below:

- The process improvement will run once every year
- Each department will have to take up at least one project each year
- Participation mandatory
- A 5 member multidisciplinary team “Project Steering Committee” (Managers, Directors, President & CEO) will be formed - members will be on rotation
- This team will approve, guide and monitor the status of all projects

Deployment of Approach

The poster of the ZULEKHA model was made. A workshop was held for all the staff of various departments to introduce the model and explain the process of implementation. Along with that various other quality tools which are needed for process improvement like prioritization matrix, team building, project charts, flow charts, data collection and analysis tools, bar diagrams and control charts, root cause analysis (fishbone and five why techniques), lean, value stream mapping etc were explained and exercises conducted. A timeline for the project cycle was also presented.

A project steering committee comprised of President, Director Quality, Director Finance, Deputy Director Nursing and Deputy Director Administration was formed. Deputy Director Quality was identified as the responsible person for supervising the projects and coordinating with the teams and steering committee.
The teams were asked to look at their KPIs data, complaints, feedback from end users and identify at least 3 topics with the prioritization matrix and the reason why they want to select a particular process for improvement using the ZULEKHA model. All the teams were invited to a 30 minutes meeting with the steering committee to confirm the project selection. The team explained the reasons why and steering committee gave their insights and based on the discussion, each team selected a project and some teams selected more than 1 project. A total of 48 projects were approved for the year 2015 across Zulekha Hospital Sharjah and Dubai. The teams were then asked to identify the team members (including cross functional dept members) and make a project charter for the next meeting.

Unite and Understand

The next update meeting with the steering committee was held 20 days later where the teams presented the project charter explaining the objectives of the projects, team composition and budgets required. Based on the recommendations of the steering committee, the project charters were amended and budgets allocated.

Execute

In the next meeting held after 20 days, the teams presented the existing process flows, data and what aspects would they like to improve and how. The steering committee give inputs related to the processes and suggested few ideas and system changes which could be done. The parameters to monitor the effectiveness of solutions were identified.

Assessment

With the projects selected, the objectives set were continuously monitored on a continual basis with the project steering committee. A total of 15 projects were completed so far and a revenue generation or savings of 5 Million achieved. The approach of the implementation of ZULEKHA model is being continuously reviewed through conducting meetings on time, completion of agreed on projects, compliance to the timeframes set etc.

Refine

We have realized that few departments have taken more projects than what they could complete and hence next year we plan to assign either one or a maximum of 2 projects only for each department. Also, since the IT solutions were so many and implementation took time, we plan to prioritize the implementation of IT solutions based on need and others to take up in next year. We also learnt that few teams needed more support, hence we plan to assign coordinators from quality dept for each project.

Benefits of applying for the Business Excellence Awards

Participating in DQA created value for Apparel Group by applying EFQM excellence model for sustainable business improvements and application of RADAR in all aspects of business helped in increasing productivity, efficiency and customer loyalty to deliver sustainable business results.

Apparel Group is a global fashion retail conglomerate having leading International brands and diversified business portfolio of Apparel, Footwear, Accessories, Cosmetics, Fragrances, Watches and Food & Beverages. Apparel Group started its business in UAE with Nine West in 1999. Over the years Apparel Group has expanded its brand portfolio to 55 brands with over 1,200 retail stores across 14 countries which include UAE, Oman, Qatar, Bahrain, Kuwait, Jordan, Iraq, Kingdom of Saudi Arabia, Malaysia, Thailand, Singapore, Indonesia, Egypt & India. Apparel Group has diverse workforce of 12,000 plus employees consisting of over 90 nationalities.

Nilesh Ved, Chairman and Founder of Apparel Group, is a great visionary embodying deep passion for retail business. Being a dynamic leader Nilesh Ved established Apparel Group with vision of becoming the number one retailer globally. The group’s current mission is to operate 1500 stores globally by 2016 and driving excellence through its people by maintaining dedication and committed service to the customers and community. It’s not just the corporate philosophy, but his personal credibility too that has helped Apparel achieve the vision of partnering with popular western brands and bringing them to Middle East.

Advice to Future Applicants

Winning the award is an important milestone, but the actual benefit is the journey of improvement within an organization in enhancing performance for sustaining excellence in business as a team.
Living in an era of digital revolution, there is a tremendous awareness created through social media and we all are seeking different ways to create, build and monitor content. What people say about your company online has become the single most important reflection of your company’s quality and credibility. The sheer number of voices involved and the diffuse nature of comments, complaints and negative feedback make damage control much more difficult than it ever used to be. This has made online reputation management inevitable for us at Apparel Group.

The online reputation management system (ORMS) was implemented at Apparel Group by digital marketing department for our brands which enables us to seamlessly monitor all our social media accounts or channels in one location. ORMS monitors online reputation of our brands by addressing content which is potentially damaging and using customer feedback or early warning signals to reputation problems.

Importance of ORMS is to build trust & credibility which results in increasing sales, online insights, showcasing your best side and acquiring right talent.

ORMS enables us to understand each brand’s performance on social media as we are able to monitor live data and we have access to system generated reports based on daily, weekly or monthly data which can be further segmented by gender, age, country and city wise to understand our audience for future activations by understanding trends and the way online activations impact the brand this enables us to formulate right content strategy. With the help of ORMS, we are able to understand the success of content and increase customer engagement.

ORMS implemented has evolved over the years and was developed in phases with each phase having different features. In phase one Facebook, Instagram & Social chatter were reviewed, enhancement was made in phase two by adding Web Analytics, Site Overview, Marketing Effectiveness & Visitors on page were measured and in phase three Sentiment Analysis, Top KeyWords searched and Contact us was added. On successful completion of each phase, trial testing was done for two weeks after each phase was launched and efficiency was measured on the accuracy of data.

Learning was used to identify improvement opportunities and good practices while the statistics we received from the campaigns helped us identify all the areas for improvement. This enabled stakeholders to monitor their performance of their digital assets and monitor campaigns, optimize performances based on statistics represented by ORMS.

The main objective of ORMS is to gauge feedback, make analytical decisions and adopt a strategic approach for sustainable growth. Differentiating between positive and negative sentiments was made easy with ORMS. This enabled us not only to provide 100% response but also to respond quickly by reducing our response time from 24 hours to 1 hour, this gave us more control of crisis situations. Customer feedback or comments provided are analyzed and used to understand customer needs & expectations to develop our product offerings & services and create more value for our customers.

Al Ghandi Auto Group

Our Values

• Our employees are treated with dignity and respect.
• Their competencies are continuously improved through training and development.
• Their career growth planning is part of our strategic planning.
• Performance goals and objectives are well defined.
• Employees are well rewarded for meeting their goals.
• Employees are recognised and appreciated for their efforts, contributions and suggestions.

For further details, please write to us: vaneetsc@appareluae.com
Best Practice

We cater to all our stakeholder’s as one family. While we understand that attaining perfection is a perception in this ever-growing industry, we definitely aim to reach the level of satisfaction our stakeholder’s demand. In line with the expectations, we ensure that we aim for Quality over Quantity with the latest changes in technology, excellence and other practices which we embrace. People are our strength and we shall continue to harness our partnership to achieve and sustain our goals. We have grown up to become one of the largest and most respected automotive groups in the Middle East, employing a total of 1,059 people.

We would like to share some of the best practices we follow:

1. We instil a sense of enthusiasm and family spirit through our values coupled with an open door communication policy. Senior Leadership team practices these values and the commitment to employee well-being and mutual respect, irrespective of race or position, is there for all to see and visualise.

2. Our strategy for improving our existing business and expanding into new markets is quite strong and this has helped us witness a remarkable growth in turnover over the last eight years. This is evidence of our strong leadership and implementation of a sound business strategy.

3. During the recession period, while many of our competitors were carrying out major redundancy programs, our leadership team were confident that the challenges would be short-lived and embarked upon a strategy of maintaining staff and training levels to build on the plan. This has proved extremely successful as the organization continues to enjoy high levels of employee engagement and incredibly low turnover of 3.4% for the last two years – our average length of service for an employee is 6.4 years compared to the UAE average of 4.7 years.

4. Quality is at the heart of the organisation always. We established a core team represented by members of each section of the business, in order to champion quality initiatives. Results of the team effort were evident in December 2013, when we successfully attained ISO certification for Integrated Management System comprising ISO 9001:2008 (Quality Management); ISO 14001:2004 (Environmental Management) and OHSAS 18001:2007 (Occupational Health and Safety). We have also attained accreditation in ISO 10002 (Complaints Management) and ISO 27001 (IT Security Management).

5. Al Ghandi’s modern facilities are designed with a common theme to create a relaxed atmosphere. Facilities are maintained to a very high standard of cleanliness, hygiene and safety. We attained the top score in the U.A.E. in the inspection results of General Motor’s strict retail standards inspection for the whole of the Middle East region.

6. We have introduced a number of new initiatives to automate a large number of manual processes through implementation of the Team Desk. This initiative has helped to improve the circulation of key information and has become the prime source of essential information relating to people, facilities and policies & procedures.

7. We have a daily dashboard that consolidates all key business results against targets and annual business plan which is linked to strategy. This dashboard is circulated to the entire management team and is an important tool to facilitate timely and proactive action.

8. We have an Emiratisation policy wherein we attract and motivate Emirats to join our management team and ensure that they are provided all resources and support for their long term career development. Apart from the normal learning and development programs we organise, they are encouraged to undertake additional trainings which help them to enhance their skills and progress their career.

These are some of the Best Practices we follow at Al Ghandi Auto Group. There are many more to share however we felt that the key ones be mentioned here. Overall the Al Ghandi Auto Group is committed to Quality and Excellence – it is our endeavour to be the best option for all our stakeholder’s – employees, customers, society etc., We shall continue to embrace this aspect as we are aware that this leads to customer satisfaction our stakeholder’s.

Our mission is to help people build and maintain cleaner and healthier facilities through our commitment to deliver unique & sustainable Janitorial solutions.

Vision Statement

We envisage being a facilities management company of excellence by fully satisfying the needs of society, our people and of our customers.

Our Core Values

| P | PROFESSIONALISM in the service |
| O | OPENNESS to creativity and innovation |
| W | WILLINGNESS to add value |
| E | EXCELLENCE throughout |
| R | RELIABLE Partner |

- Legal status: Limited Liability Company
- Annual Turnover: 43 Million AED
- Owners: Mr. Ahmed Khaleel Darwish – Chairman & DG
- Vice chairman & MD
- Janitorial Companies: We provide Janitorial services in Dubai and we have branches in Sharjah, Abudhabi, Ras al Khaima, Fujairah & Al Ain
- No of Employees.

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Note: The total number of employees mentioned in Registration form is for the whole group. The above mentioned number is only for the Power Cleaning Services and Building Maintenance LLC.

For further details, please write to us kdinesh@alghandi.com

Best Practice 2016
Share the best practice 2015 continues as the organization plan. This has proved extremely and training levels to build on the strategy of maintaining staff leadership team practices these values and the commitment to employee well-being and mutual respect, irrespective of race or position, is there for all to see and visualise.

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<td>Admin</td>
<td>58</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Operational</td>
<td>30</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Workers</td>
<td>869</td>
<td>122</td>
<td>290</td>
<td>72</td>
<td>71</td>
<td>268</td>
</tr>
<tr>
<td>Total</td>
<td>957</td>
<td>127</td>
<td>301</td>
<td>75</td>
<td>75</td>
<td>281</td>
</tr>
</tbody>
</table>

Note: The total number of employees mentioned in Registration form is for the whole group. The above mentioned number is only for the Power Cleaning Services and Building Maintenance LLC.

For further details, please write to us kdinesh@alghandi.com
History
Driven by a commitment to provide total facilities solutions to the highest standard and in a thoroughly professional manner, Power Services was started in the year 1997 by Mr. Ahmed Khaleel Darwish and Mr. Dulkarnai Mohamed Jahir Hussain as a cleaning company. With rich experience behind them, they devised strategies to gain strength in the market which helped the Company to grow vertically and horizontally to include activities like Building Maintenance, Pest Control, Security Services, Eco Car Wash, Power Rope Access, Power Paper World, Water Tank Cleaning, Landscaping, and Construction which acts as a one-stop shop for the Facilities management. As Mother of all companies, Power Cleaning Company provided the financial inputs to start various companies.

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>Power Cleaning Services &amp; Building Maintenance L.L.C Started</td>
</tr>
<tr>
<td>2002</td>
<td>Power Building Cleaning Services - Sharjah Branch started</td>
</tr>
<tr>
<td>2002</td>
<td>Power Security Services - Company separately started</td>
</tr>
<tr>
<td>2004</td>
<td>Power Building Cleaning Services - Fujairah Branch started</td>
</tr>
<tr>
<td>2004</td>
<td>Power Cleaning services &amp; Building Maintenance L.L.C - Al Ain Branch started</td>
</tr>
<tr>
<td>2004</td>
<td>Arab Power Constructions L.L.C Started</td>
</tr>
<tr>
<td>2005</td>
<td>Ultimate Power Services L.L.C - Abudhabi Branch started</td>
</tr>
<tr>
<td>2007</td>
<td>Power Building Cleaning Services - Ras Al Khaimah branch started</td>
</tr>
<tr>
<td>2009</td>
<td>Landscaping division</td>
</tr>
<tr>
<td>2009</td>
<td>Power Security Services - Abudhabi Branch started</td>
</tr>
<tr>
<td>2009</td>
<td>Power International facilities Management company started</td>
</tr>
<tr>
<td>2010</td>
<td>Power Security Services - Ajman Branch Started</td>
</tr>
<tr>
<td>2012</td>
<td>Eco Wash - Car Cleaning Company Started</td>
</tr>
<tr>
<td>2012</td>
<td>Rope Access Company for Cleaning High rise Building Launched</td>
</tr>
<tr>
<td>2013</td>
<td>Ultimate Power Cleaning Abu Dhabi restructured as another Main company</td>
</tr>
<tr>
<td>2014</td>
<td>Top Power Water Tank Cleaning Company Launched</td>
</tr>
<tr>
<td>2014</td>
<td>Power Paper Trading - Waste Management Company started</td>
</tr>
</tbody>
</table>

Benefits of applying for the Business Excellence Awards
- Developing a culture of excellence
- Receive independent feedback on our strengths and areas for improvement
- Improving our competitiveness by focusing on what matters
- Creating enthusiasm for improvement

Advice to Future Applicants
- 90% of respondents agree that EFQM Excellence Model helps develop a culture of continuous improvement;
- 79% of respondents agree that EFQM Excellence Model helps increase innovation;
- 89% of respondents agree that the EFQM Excellence Model helps develop their sustainable strategy & supporting policies;
- 88% of respondents agree that the EFQM Excellence Model helps increase competitiveness

### 7b4. Personal Goal Alignment

![Graph showing personal goal alignment over years 2009 to 2013](image)

Competency and Performance Management Activities.
7b4. Personal Goal Alignment. In 2012 based on the feedback of DQA Assessment, we refined our MVV and this led to realignment of personal goals of each employee. By Benchmarking with Robert Bosch India, we aligned the goals of each employee with Strategy (3c1). As a result of our Strategic plan (2d1) & our Approach to Performance Management (3b1), Objectives settings have shown sustainable improvements.
Mission (Why we exist)  
Our Mission is to help people build and maintain cleaner and healthier facilities through our commitment to deliver unique & sustainable janitorial solutions

Core Values (What we believe in)  
- Professionalism in service  
- Openness to creativity & Innovation  
- Willingness to add value  
- Excellence throughout & Reliable partner

Vision (What we want to be)  
We envisage being a facilities management company of excellence by fully satisfying the needs of society, our people and of our customers.

Strategic Themes  
- Operations Excellence
- Total Solutions To The Customers
- Sustainable Solutions
- Motivated and Prepared Work Force

Strategic Goals  
- Goals Table
- Goals Table
- Goals Table
- Goals Table

Strategic Initiatives (What we need to do)  
- BSC Goal Alignment
- BSC Goal Alignment
- BSC Goal Alignment
- BSC Goal Alignment

Personal Objectives (What I need to do)  
- BSC Goal Alignment
- BSC Goal Alignment
- BSC Goal Alignment
- BSC Goal Alignment

Strategic Outcomes (satisfied shareholders, delighted customers, effective processes, motivated workforce)  
- BSC Goal Alignment
- BSC Goal Alignment
- BSC Goal Alignment
- BSC Goal Alignment

2. Objectives and targets

<table>
<thead>
<tr>
<th>OPERATIVES</th>
<th>MEASURES</th>
<th>2011</th>
<th>Expected</th>
<th>2012</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1 Return on Capital Employed</td>
<td>Net Profit - Total Equity</td>
<td>22.00%</td>
<td>20.00%</td>
<td>20.00%</td>
<td>22.00%</td>
</tr>
<tr>
<td>E2 Net Profit</td>
<td>13.00%</td>
<td>10.00%</td>
<td>12.00%</td>
<td>13.00%</td>
<td>15.00%</td>
</tr>
<tr>
<td>E3 Straighten to Turn</td>
<td>Sales Associate Retention</td>
<td>5.10%</td>
<td>4.00%</td>
<td>4.10%</td>
<td>6.00%</td>
</tr>
<tr>
<td>E4 BSC Goal</td>
<td>Expense To Revenue</td>
<td>8.00%</td>
<td>9.00%</td>
<td>8.00%</td>
<td>8.00%</td>
</tr>
<tr>
<td>E5 Improve Asset Base</td>
<td>Current Ratio - Current Asset / Current Liabilities</td>
<td>1.00%</td>
<td>2.00%</td>
<td>2.00%</td>
<td>3.00%</td>
</tr>
<tr>
<td>E6 Manage Revenues</td>
<td>Gross Margin</td>
<td>80.00%</td>
<td>80.00%</td>
<td>80.00%</td>
<td>80.00%</td>
</tr>
<tr>
<td>E7 Improve Revenue from New Business</td>
<td>Revenues</td>
<td>4.00%</td>
<td>4.00%</td>
<td>4.00%</td>
<td>4.00%</td>
</tr>
<tr>
<td>E8 Increase Revenue</td>
<td>Post Control</td>
<td>1,279,000</td>
<td>1,404,000</td>
<td>1,482,000</td>
<td>1,482,000</td>
</tr>
</tbody>
</table>

FINANCIAL OBJECTIVES:
- Annual Customer Satisfaction Survey: 77%  
- No. of Customer Suggestions Implemented: 100%  
- No. of complaints submitted within 24 hours: 95%  
- Customer Satisfaction: 95%

INTERNAL OBJECTIVES:
- No. of customers served: 90%  
- No. of customer complaints received: 15%  
- No. of complaints received: 10%  
- No. of customers served: 80%  
- No. of customers served: 80%
### Financial Perspectives

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measures</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Initiatives</th>
<th>Ref on Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Profitability</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td></td>
<td>41%</td>
<td>42%</td>
<td>43%</td>
<td>44%</td>
<td>45%</td>
<td>IP01-CP</td>
<td>CP 1</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td></td>
<td>12%</td>
<td>13%</td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>IP02-CP</td>
<td>CP 2</td>
</tr>
<tr>
<td><strong>Net Profit Margin</strong></td>
<td></td>
<td>8%</td>
<td>9%</td>
<td>10%</td>
<td>11%</td>
<td>12%</td>
<td>IP03-CP</td>
<td>CP 3</td>
</tr>
<tr>
<td><strong>Return on Equity</strong></td>
<td></td>
<td>15%</td>
<td>16%</td>
<td>17%</td>
<td>18%</td>
<td>19%</td>
<td>IP04-CP</td>
<td>CP 4</td>
</tr>
</tbody>
</table>

### Strategic Processes

<table>
<thead>
<tr>
<th>Name of the Process</th>
<th>Strategic Program</th>
<th>Procedure Ref</th>
<th>Review Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Information</strong></td>
<td>Chief Accountant</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Market Information</strong></td>
<td>Marketing Manager</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Business Management

**Management by Objectives**
- Manager-CP
- IP05-CP Strategy
- Objective and Management Program

**Process Requirements**
- Manager-CP
- IP05-CP Process Management

**Continued Improvement**
- Manager-CP
- IP06-CP Continued Improvement

**Internal Audit**
- MD
- IP07-CP Internal Audit

**D&I Management**
- IP08-CP D&I Management Review

### Learning & Growth

<table>
<thead>
<tr>
<th>Procedure</th>
<th>Training Hours</th>
<th>Percentage Complete</th>
<th>Ref on Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Health & Safety - Environment Process

<table>
<thead>
<tr>
<th>Name of the Process</th>
<th>Strategic Program</th>
<th>Procedure Ref</th>
<th>Review Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Manager-CP</strong></td>
<td>IP08-CP Waste Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Divisional Change</strong></td>
<td>EMO3-CP Waste Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cleaning</strong></td>
<td>EMO3-CL Waste Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Admin &amp; Transport</strong></td>
<td>EMO3-AD Fleet Management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Tasks Accountability

Indirect (I)
Supportive and ancillary services, where activities are noticeably removed from final decisions and assistance is modified or merged with other support before the end result stage.\n
Contributionary (C)
Interpretative, advisory or facilitating services, for use by others in taking action, which are influential and closely related to action or decisions by others OR measurable contribution, as a member of a team, in achieving end results.

Shared (S)
Equal, joint, and significant control, with (usually only one) another position(s) (except own subordinates and superior), over the activities and resources which produce the results, OR control of what are clearly many (but not all) of the significant variables in determining results.

Primary (P)
Controlling Impact—The position has effective control over the significant activities and resources which produce the results, and is the sole position (at its level of Freedom to Act) which must answer for the results.

What are KPI Trees?
KPI Trees are a graphical method of managing KPIs. They are essentially a tree diagram, on which KPIs are positioned in order that there is a clear structure amongst them. Modern organizations often have lots of KPIs. Without a clear structure, there is a danger that the organization won’t know where to focus; they might be monitoring all of the KPIs with equal importance, or none at all!

So, KPI Trees are very useful in bringing:
• Clarity helping to understand what KPIs are available, and what they measure.
• Hierarchy providing a clear ‘ladder’ of KPIs, with the most important KPIs at the top.
• Balance ensuring that a range of KPIs are in place that reflect both effectiveness and efficiency.
For further details, please write to us
mr@powergroupintl.com
DP World is one of the largest marine terminal operators in the world, with 49 terminals and 12 new developments across 31 countries. Its dedicated, experienced and professional team of nearly 30,000 people serves customers in some of the most dynamic economies in the world.

DP World aims to enhance customers’ supply chain efficiency by effectively managing container, bulk and other terminal cargo.

The company constantly invests in terminal infrastructure, facilities and people, working closely with customers and business partners to provide quality services today and tomorrow, when and where customers need them.

In taking this customer-centric approach, DP World is building on the established relationships and superior level of service demonstrated at its flagship Jebel Ali facility in Dubai, which has been voted “Best Seaport in the Middle East” for 15 consecutive years.

- **Our Slogan:** Creating the Future, Now.
- **Our Vision:** To Lead the Future of World Trade.
- **Our Purpose:** To Add Value, Think Ahead and Build a Legacy.

### Benefits of applying for the Business Excellence Awards

- Benchmarking with other leading Organizations;
- Gives an opportunity to evaluate our strengths and areas for development;
- Builds the organization culture of continuous improvement and not living with status quo;
- Motivation to the team for their accomplishments on being awarded.

### Advice to Future Applicants

- To participate for the benefits as highlighted above;
- Benefit from the audit report and recommendations provided by the expert panel members;
- Supports your organization to be branded as ’Employer of Choice’;
- Prestigious ’Endorsement’.
Best Practice

Leadership Development Program

Definition
A process and procedure for identifying and developing a talent pool for potential placement into key leadership roles.

Objectives
Development of leaders and managers with:
• Greater breadth and depth of knowledge of DP World core business
• A broader and more holistic business perspective
• Enhanced people management and customer service skills
• A wider business network

Selection Process
All the nominees will undergo the following assessment to select/finalize the participants for this program:
• Psychometric Assessment (on-line);
• Assessment Center;
• Focused Interview.

Program Highlight
• The participants attend customised modules in American University of Sharjah. There are pre-reading materials before start of module and after completion of a module assignments are given to the participants and this is evaluated and graded;
• Group Business Improvement Projects are allocated;
• Selected participants go for International work placement for benchmarking practices;
• As a key support mechanism, trained mentors are allocated for each of the candidates on the LDP program. Mentor is from a different department to the candidate as part of the objective of providing greater variation of experience and advice;
• Program ‘Endorsed’ by Institute of Leadership Management (ILM)

Leadership Development Program Results
• One of the key benefits is for this program to be an alternative for the standard ‘Succession Planning Program’ in the Organisation. This program ensures that potential employees are identified, developed and are a part of the ready talent pool to be placed in a leadership role as per the business requirement.

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014 (Graduating in Year 2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Participants</td>
<td>44</td>
<td>25</td>
<td>37</td>
<td>36</td>
</tr>
<tr>
<td>Number of Participants who had Career Enhancement</td>
<td>30</td>
<td>20</td>
<td>11</td>
<td>---</td>
</tr>
</tbody>
</table>

• The program ensures that employees who are seen as a high performer with their ‘Areas of Expertise in Technical Skills’ and have the leadership potential are developed to take generalist role in the business. Hence the employees in the talent pool have the opportunity to move vertically or across different functions in the business and take key roles.
• Group Projects are an integrated part of the program. Business Improvement Projects are identified and the participants work on them. On completion of the projects this is presented to an Evaluation Committee and thereafter implemented.
• The program has enhanced the networking of the participants from different parts of the business and this support on getting the right information for problem solving.

Continuous Improvement
• For continuous improvement feedback is obtained from:-
  o Participants
  o Facilitator
  o Line Managers
• Benchmarking Visits with other organization on their Leadership Programs;
• Program has been developed for experiential learning;
• Customized and general Business Cases used during the sessions

Future Plan
• We have designed an ‘Advance Leadership Development Program’ for participants who have completed the ‘Leadership Development Program’.
• The ‘Advance Leadership Development Program’ aims to develop the employees who are in ‘Generalist Role’ to higher ‘Strategic Role’;
• Some of the key highlights of the Advance Leadership Development Program are:
  o Business Simulation
  o Visits to Fortune 500 Companies;
  o Visits to Organisations in Silicon Valley for building Innovation Culture;
  o Having a Mentor from Fortune 500 Company
  o Executive Coaching

For further details, please write to us Mariam.AlAli@dpworld.com
Ministry of Finance (MoF)

Under the guidance of HH Sheikh Hamdan bin Rashid Al Maktoum, Minister of Finance, and HE Obaid Humaid Al Tayer, Minister of State for Financial Affairs, the Ministry of Finance (MoF) in the United Arab Emirates is responsible for the implementation of all fiscal, monetary and industrial policies related to UAE’s economic development. MOF’s Vision is to be a Global-Leading Ministry in financial management, contributing in achieving a sustainable competitive environment. MOF’s Mission includes Management and development of the financial resources of the Federal Government efficiently and creatively through effective financial policies and premium national and international relations for the protection and safety of the financial system in accordance with the best practices.

Benefits of applying for the Business Excellence Awards

- Improve work procedures at the Ministry of Finance
- Achieve organizational excellence
- Gain feedback from assessors
- Enable MoF to be a best practice to other organizations when achieving the award

Advice to Future Applicants

- Always keep a list of the documentary evidence that supports your application.
- Start planning and preparing for the award early.
- Proofread the document and submit on time.
- Have a full understanding of the excellence model before submitting the application.

For further details, please write to us jihaddad@mof.gov.ae
Dubai Service Excellence Scheme
Winners of 2014 Cycle
aafaq Islamic Finance

Backed by an eminent and respected group of shareholders, aafaq Islamic Finance was established in 2006 to provide innovative Islamic financial services and products that comply with Islamic Shari’a across the UAE and the Region. aafaq exists on the list of major financial institutions that offer a variety of high-quality financial services for institutions. The company is unique by being one of the few finance companies in the UAE which enjoys full autonomy.

The Company’s strategic focus is on exploring and discovering available opportunities within various business sectors in order to achieve the highest return for its shareholders and the community. This includes strategic partnerships with the Ministry of Finance, the Ministry of Labor, the Department of Economic Development – Dubai, DMCC, Nasdaq and Mena Corp. The company also operates Tas’heel centres and has airline ties ups with flydubai and Air Arabia.

The product and services provided are:
- Corporate Finance
- Retail Finance
- Tasheel – business financing
- Tadawul – share financing
- E-Dinham G2
- Labour Guarantees (E-Guarantee G2)
- Wages Protection System (WPS)
- Department of Economic Development - Dubai
- flydubai payment
- airarabia booking & payment
- SADAD online services

Our Mission
To become the leading institution in providing comprehensive Islamic financial services that meet market requirements and comply with global standards.

Vision
- To excel in providing innovative and unique products and services with utmost security and confidentiality, through all our available channels, thus aligning with the UAE 2021 vision.
- To contribute in making Dubai “The Capital of Islamic Economy” through investing in the development of various economic sectors.
Company Values

Professionalism
Providing our products and services in a professional manner with the highest quality, minimal turnaround times and at the best possible competitive prices.

Win-Win Relationships
Building win-win relationships with our customers and strategic partners, positively reflecting the achievement of both parties’ objectives.

Social Responsibility
Serving people with special needs at their premises, giving priority to elderly and women customers at our Business Outlets

Shareholders Satisfaction
Supporting our shareholders in the achievement of their goals.

Employees Satisfaction
Respecting and valuing our employees by visibly appreciating their contribution towards achieving our objectives.

Benefits of applying for the Business Excellence Awards

- Increased awareness of excellence throughout the organization.
- Increased quality of service level for all Business Outlets.
- Competitive advantage for the Company in the market.
- Opportunity for departaments involved in the project to work closely with each other.

Advice to Future Applicants

- Commitment and involvement of the Top Management is very important.
- Focus on your people: inform, train, engage, reward and correct where needed.
- Make sure that you check what you are expecting and provide feedback.
- Work on becoming an excellent organization and the award will follow.

Win-Win Relationships

- The Person in-charge works closely with the Business Outlet Management to ensure that all requirements for the Business Outlets are implemented, and that all Customer Service Representatives (CSR’s) in business outlets are aware of the requirements and the standards as per DSES. Monitoring of the actual performance of the CSR’s is carried out actively.
- Customer service training is conducted for CSR’s monthly, with a portion specifically designated for DSES. While the training is provided by an external sourced, Business Outlet Supervisors and Manager would also attend every training session.
- The Person In-Charge visits participating business outlets weekly together with the Business Outlet Manager to monitor the performance and to ensure CSR’s are reminded of DSES requirements. This is in addition to the regular visits that Business Outlet Supervisors make to their assigned outlets.
- In addition, the Top Management would send reminders regarding service excellence and the DSES. Reminders would also be sent by the Person In-Charge and the Business Outlet Management.

4. (AR) Assessment and Refinement

- For the DSES initiative, the Company used the results reported by DSES. Results as reported by DSES are monitored and verified once received. Top Management takes part in reviewing the reports and suggesting corrective actions. Noted areas for improvement in DSES Reports are acted upon immediately.
- In addition to the quarterly mystery shopper visit from DSES, an internal mystery shopper visit is conducted monthly in order to monitor that the same checkpoints as the DSES criteria are being followed. On top of this, special mystery shopping visits are conducted as per CEO request.
- DSES reports as well as selected internal mystery shopping results are shared with Top Management during Management Meetings, together with details of any corrective action taken and current status.

5. (R) Results Achieved

- In July 2015, aafaq became a member of the DSES. This became for the Company a significant milestone as a reward for offering exemplary service.
- An increased awareness for service excellence is seen within the Company which is shown by the consistently high average quarterly rating for the Company from DSES.
- In June, 2015 aafaq received the Business Excellence Award for the Company. In addition, aafaq also received Best Service Performance Outlet Award for its Al Twar Center and Al Fujairah outlets.

Best Practice - 1

Active Involvement Of Leaders in Planning, Implementing, Monitoring And Improvement Of Initiatives (E.g. DSES)

1. (R) Planned or Desired Outcome

Excellent service which a membership and awards with DSES would confirm.

2. (A) Approach Designed or Adopted

The membership to DSES and any award that would follow is in line with aafaq’s value of professionalism where the Company provides its products and services in a professional manner with the highest quality, minimal turnaround times and at the best possible competitive prices.

Active involvement of the leaders shows all members of the Company that they are serious about a project or initiative, which in this case is DSES. This way this active participation is adapted by the members since it is a given that members of an organization would do more of what the leaders are doing, not what they are just saying but not really doing. This also builds a strong culture within the company, which for aafaq is the culture of excellence.

3. (D) Deployment of Approach

For the DSES initiative, the following was done:
- During the 1st quarter of 2014, Top Management appointed a Business Outlet Supervisor to be the Person In-Charge of the DSES project. In 2015, the Quality Assurance Department was formed and as part of their brief they were to be in charge of the project for wider implementation, which included other outlets and additional Company initiatives geared towards quality and excellence.
Best Practice - 2
Implementation Of Compensation And Benefits System That Recognizes High Performance And Rewards Employees Accordingly Wherever Possible

A. (R) Planned or Desired Outcome
Excellent performance on individual levels which will result to the overall excellence as a Company.

B. (A) Approach Designed of Adopted
In line with one of the important Company values, Employee Satisfaction, the Company implements a compensation and benefits system that recognizes high performance and rewards employees accordingly wherever possible. With the DSES criteria as the main platform for service performance evaluation for business outlets, results from DSES reports are considered when evaluating business outlet performance and in the qualification for incentives and awards that the Company provides.

C. (D) Deployment of Approach
The following forms part of the Company’s Compensation and Benefits System:

• Salaries are reviewed annually with the timing determined by the Company. Any increase if awarded, is based on market data, the Company’s performance, the employee’s performance and approval of the Board.

• Promotion increase is provided for employees promoted to bigger jobs to reflect the increased responsibilities that such employees are undertaking. The exact amount is determined by taking into account salary levels of other employees at the same level of the same job.

• Bonus Awards may be disbursed following Board’s approval taking into consideration the annual performance and the appraisal rating of the employee.

• Employee of the month is a recognition scheme that is based on nominations. A separate award is given for the Head Office Staff and the Business Outlet CSR’s. Winners are announced through email monthly, and are awarded during the Company Open Day held twice every year. Winners are provided with certificate and cash reward.

D. (AR) Assessment and Refinement
For the Company, a written annual performance appraisal is conducted for all employees. An interim review is also conducted during mid-year to discuss the progress against objectives and KPI’s. For the business outlets, the DSES performance forms part of their objectives and KPI’s.

In support to these reviews, line managers provide continuous feedback during the year as appropriate.

DSES reports for their specific outlets are also discussed to CSRs accordingly.

E. Results Achieved
Involvement of employees especially the CSR’s is seen within the Company. This results to a positive individual performance of outlets contributing to the overall performance of the Company.

For further details, please write to us info@aafaq.ae

Benefits of applying for the Business Excellence Awards

• Strengthen the approach of continual improvement with focus on service levels and customer needs.

• Displays a commitment from the top management to achieve service excellence in all areas of business.

• The feedback provided by the DED helps the organization to benchmark against other competitors and is a vital input to improve

• To develop network among other competitors and learn the best practices followed by them.
Best Practice

Service Excellence Improvement Program (“SEIP”)

In the year 2010, Al Rostamani International Exchange (ARIE) adopted the SEIP to complement its efforts in exceeding Customer Services levels across all the Branches of ARIE. The Program is an all-inclusive approach to evaluate the service levels achieved by considering key areas of the business, namely attaining Revenue targets, competency of the staff, risk management practices, Customer satisfaction and the DSES Reports.

Objectives of SEIP
- To implement, maintain and continually improve the standards of Service Excellence across all areas.
- To ensure Customers asses and receive superior service, consistently across all branches of ARIE.
- To provide an all-round focus on key aspects of the business which have a direct impact on service delivery and company / branch performance.
- To foster overall Team work since the performance is measured for the Team as a single Unit.

The Approach

SEIP was inspired from ‘ServQual’, a Quality Management Framework used to measure quality in the service sector.

Processes employed

A core group representing different functional areas of work and hierarchy within the Company was formed to brainstorm through the Framework and devise an approach relevant to our environment / industry, yet ensuring that the scheme is very universal considering that we serve both domestic and international customers. Key stakeholder guidelines were deliberated to retain them in focus at all times while developing the SEIP.

This meant that the SEIP was
- Business driven
- Comprehensive
- Sustainable
- Continually improving
- Easy to implement and cost effective to operate
- Staff motivaive through Recognition / Reward for performers
At the foundation of this all-inclusive approach was our strategic objectives to be a customer oriented Company following ethical business practices while earning the respect of our stakeholders.

Deployment

The SEIP is implemented as a contest where Branches of the Company, participate and compete with each other to receive the award for best performing Team (Branch).

The Core group was involved in communicating the SEIP to all branches and Departments within the Company. Conventional channels such as inter-office communications from senior Management were deployed to reiterate the scheme to all participating staff and to demonstrate the support and encourage of the Management.

SEIP takes into consideration the following criteria and parameters:

Given the fact that not all branches of the Company are of similar profile, it was necessary to divide the participating branches into more logical Groups - based on their profile - The volume of customers / business handled, the profitability etc.

The main factor considered for grouping is the Revenue bracket in which the branches fall. There are 3 Groups - Red, Blue and Green with 7, 7, 7 branches in each Group respectively.

<table>
<thead>
<tr>
<th>RED</th>
<th>BLUE</th>
<th>GREEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abu Dhabi</td>
<td>Al Ain</td>
<td>Dubai</td>
</tr>
<tr>
<td>Electra</td>
<td>Fujairah</td>
<td>World Trade Centre</td>
</tr>
<tr>
<td>Deira</td>
<td>Bur Dubai</td>
<td>Baswaadi Mall</td>
</tr>
<tr>
<td>Sharjah</td>
<td>Shaik Zayed Road</td>
<td>Al Ain</td>
</tr>
<tr>
<td>Ibn Battuta Mall</td>
<td>Ras Al Khaimah</td>
<td>Dubai Mall</td>
</tr>
<tr>
<td>Karama</td>
<td>Al Khaleej Centre</td>
<td>Al Tawun Mall</td>
</tr>
<tr>
<td>Mall of Emirates</td>
<td>Dubai Airport branches</td>
<td>Al Nahda</td>
</tr>
</tbody>
</table>

The criteria are further broken down into parameters which are clearly measureable to achieve objective data and assess the criteria.

How the branches are scored

While the Revenue criterion is fairly easy to arrive at from the Financial performances, in order to assess the overall performance under SEIP, the Company undertakes various timely and uniform assessment techniques. Staff competency is measured through periodic online and paper-pen knowledge tests covering the range of information staff are expected to know in order to exceed in their duties and service delivery. New product launches, enhancements to existing services, basic charges and features of the Product or Service are some typically covered areas for assessments.

These also form vital inputs towards the Training conducted (both internal and external) as per the Training Plan. SEIP encourages Branch Managers and Business Heads to nominate their team members for training which has a direct impact on the knowledge levels, thus positively affecting service levels.

Customer Service forms a major section of the criteria matrix. SEIP incorporates several measurements to score participating branches in this key area.

DSES Mystery Shopping results are routinely communicated with the branches, and comments or gaps are worked upon jointly by all stakeholders. An Internal Audit carried out in between the DSES cycles helps to ensure proactive monitoring and adherence to expected levels.

Customer Satisfaction Surveys

Different types of CSS were conducted in the organization they are : Personal interaction, electronic mail & Telephonic survey.

Personal Interaction

Our Quality department staff personally encounter with the customer and collect their feedback. The completed feedback are analyzed and the gaps are addressed.

Electronic email

Customers email ID’s are generated and the feedback questions are sent through email. An email acknowledging the feedback of the questioner and thanking the customer is sent. The feedback are analyzed and the gaps are addressed.

Telephonic survey

Customers who have done transactions less than 7 days are contacted by the Quality department and asked the questions on the questionnaire. The staff conducting the survey will enter in the template. The reports are analyzed and the gaps are addressed.
Risk Management forms an important aspect within the Financial Services industry, and recognizing its importance we have adopted a Risk-based approach in all our areas of operation.

The attention to areas involving high financial or reputational risks is well throughout the Company, and reiterated in training modules for all key Front line staff as well as Management Team members.

SEIP evaluates the branch on areas of Risk Management based on regular Risk Audits done and findings or observations. The Audits also serve to identify gaps in knowledge which are addressed through formal class room trainings.

To ensure the scoring mechanism was easy to use and understand - both by the Assessor and the Assessee a simple matrix was prepared and circulated.

Assessment and Review

SEIP is reviewed every year to ensure it stays relevant to the dynamics of business, shifts in customer perceptions of superior service. The annual review also provides the opportunity to take a pit stop and analyse our strengths and areas of improvement.

Over a period of 2-3 years of Customer Satisfaction Surveys it was observed that the Survey findings were not adding any new dimension to our service levels. Most often the survey results indicated a positive trend and while that was entirely satisfactory. The Company felt the need to eliminate even the slightest sense of complacency. Hence this criterion was removed from the overall measurement from 2014 onwards and more weightage was distributed to the DSES audits and Internal Quality audit.

Results

Staff Product Knowledge test 2011 – 2014

Benefits of achieving the target for Product knowledge test has helped to ensure that the staff have improved on their skills required for providing better service to our customers.

Customer Satisfaction Survey 2011 – 2013

Every year there has been an increase in the satisfaction level of our customers.

In 2014 we had Middlesex University students who did a survey on Customer Satisfaction, Loyalty and Brand Equity in the Remittance Industry, UAE.

Service quality dimensions have been identified by Parasuraman, Zeithaml and Berry (1988) as Reliability, Responsiveness, Assurance, Empathy and Tangible.

The survey was conducted based on the below criteria,

Customer Type (Retail), Monthly Income, Nationality, Emirate and product type (Currency and Remittances)

Key finding of the Survey suggested some short-term and long term steps to be adopted. These were put in place during the current year (2015) and we are confident of maintaining or improving the perception of our Customers about service quality when new survey are conducted this year.

Seip Overall Averages

The achievements of participating branches in each Group has improved over the 4 year period of the SEIP.

In the years 2012 and 2013, we had revised a key criteria of Customer Satisfaction Survey.

For further details, please write to us Abhijeet.Oak@airstamangroup.ae
Eros Group

follow the future

Eros Group distributes, retails and services a portfolio of world-class brands in the UAE and in select markets in the MENA region. The company proudly partners with 13 global brands, operates 27 retail stores and has 6 service centers in the UAE.

Eros Group is headquartered in Dubai, UAE which is a global trading hub. The company caters to a cross section of the trade channel which includes Power Retailers, Independent Retailers, souq markets, system integrators, architects and consultants. As the company gains momentum, it is achieving its objective of becoming the number one distributor of consumer electronics, IT and mobility products in the region.

Eros Group was founded in 1967 in Deira, Dubai with a small store. The company grew with the distribution of Hitachi products in 1969 and continuously expanded with retail stores in Dubai and other emirates. In 1995 the company partnered with Samsung and since then has tied up with global leader brands like Thermobreak (Australia), Lennox (USA), Linksys (USA), TCL (China) and Sonos (USA) among other brands.

Recent Developments
Eros Group's expansion into LED Lighting in 2014 has met with great success with many brands now part of the portfolio including QisDesign, GreenLux, Lucis and TCL.

Eros Group recently moved into its swanky new 12-storey Head Office in Al Barsha. Aptly called Eros House, the office hosts over 400 of the staff strength and has become the new hub for consumer electronics.

Eros Group has recently been awarded with prestigious awards under the DUBAI SERVICE EXCELLENCE SCHEME for Customer Service by Department of Economic Development and was also awarded BRAND OF THE YEAR by SuperBrands Council.

With the standards set this high, Eros Group's stated vision is to sustain the number one position in marketing, distribution and retailing of consumer electronics, home appliances, telecom, IT and engineering goods and services.
Best Practice

Strengthening Fundamentals for Enhanced Customer Experience

Eros Group operates in the dynamic market of UAE which is evolving as preferred retail hub for the world and is home for more than 200 nationalities. Last decade has seen the country invested into innovative retail practices with new formats of shopping malls and brands strengthening its positioning as a shopping destination. Add to it the complexity of consumer electronics industry which is changing in an unprecedented pace. We thus live in a day and place where differentiation for good customer service needs a strategic thought.

Recognizing this, the company has taken steps to define and institutionalize its approach towards customers thus ensuring scalability and sustainability over multiple geographies and retail formats. This is how we know our GUEST and we love our GUEST. Here is how...

Results Expected

Our objective is to:

- Truly understand the Customer: their needs and expectations on an ongoing basis
- Deliver real value to Customer
- Define the customer experience we want to create
- Ensure consistency of service delivery every time, every place
- Bring the best practice in Customer experience in the industry

Eros Group strives to achieve the above objectives through a robust process of planning, training, measuring and adapting (Figure 1). The key to ensure performance is the ability of the group to keep its offering and experience relevant to Customer expectations.

Approach and Deployment

Defining / Redefining desired Customer experience

Our values and mission define the principles that we would use for handling customers in each of our business. These set the charter for excellence in customer handling at Eros Group. Our key customer values are:

- Quality service to the Customers
- Win-win for all Stakeholders

Set standards, Define Processes and Build Competence for Service Delivery

At Eros, we plan Customer experience throughout the life cycle of Customer interface with us. We think of it as three phases:

1. Pre-purchase

We have adopted customer service standards which outline principles of behavior when dealing with customers. These are acronym as GUEST (Greet, Understand, Evaluate, Sell, Thank). We have used these to build and reinforce Customer focus mindset in the company. We hire employees for attitude and train them for skills. “Connect – Discover – Close” is the group’s customized training program which aims to reinforce the customer focus strategy at the store level. This workshop is a complete cycle of retail customer experience taking into consideration the best in industry standards.

2. Purchase

Customer experience is built into our store designs ensuring maximum value to Customers and bringing best practices in Retail across sectors and countries to UAE. We offer vast product range and competitive promotions; value added services such as installment plans, product insurance, buy back, product exchange, extended warranty etc. are made available

3. Post-purchase

Effort is made to demonstrate product features and technology during installation.

We keep our communication open to Customers through 800-ErosGroup toll free number for any inquiries, concerns or escalations. Our Service Centres across the region address any requirements for technical support while the service-on-wheels provide convenience for product inspection or repair at Customer's doorstep.

Assessment and Review

Measure Satisfaction and Benchmark Performance: Strategic priorities are aligned based on Customer feedback while continuous investment is pledged for Customer delight. Feedback, measuring the level of satisfaction and constant industry benchmarking provides real-time information thereby helps the group in configuring its resources.

Independent Customer Core team is responsible to obtain objective feedback while third party agencies are commissioned to provide industry and competition benchmarks. Data accuracy is ensured through multiple data sources comparison and analytics.

Top Management is involved in data analysis during Management Review Meetings while leaders remain alert of Customer requirement feedback on day-to-day basis for immediate action.

Adapt to changing needs and expectations: Eros Group strives to keep Customer confidence through constant adaptation based on lessons learnt obtained from feedback, surveys and benchmarking. Effort is made to keep the fundamental expectations of Customer seamless while continuous investment is pledged for Customer delight.

Some of the key initiatives taken focusing on Customer experience are:

<table>
<thead>
<tr>
<th>Initiatives (Innovation)</th>
<th>Value to Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>POS System</td>
<td>Ensure efficiency in billing; auto-generation of gift vouchers etc.</td>
</tr>
<tr>
<td>E-Commerce</td>
<td>Provides customers a better control of their buying decisions through a wider range of choices (which may not always on display at the store) at their own phase of time. It also gives convenience to customers at remote locations.</td>
</tr>
<tr>
<td>Customer Relationship Management</td>
<td>Improves the mechanism of tracking Customer’s interaction with the company; ensures proper segmentation; facilitates meaningful interaction which leads to improved Customer experience.</td>
</tr>
<tr>
<td>800-EROSGROUP</td>
<td>Toll-free number for customers’ single point of contact</td>
</tr>
<tr>
<td>Service-On-Wheels</td>
<td>Service at the convenience of customers; faster repair time; safety of customer products with less handling</td>
</tr>
<tr>
<td>Parts-On-Wheels</td>
<td>Ensure availability of parts after working hours for continuing service</td>
</tr>
<tr>
<td>Eros Nextech</td>
<td>Updating and educating customers about new technology and its benefits</td>
</tr>
</tbody>
</table>

Figure 1: An Integrated Approach to GUEST Experience
Benefits of applying for the Business Excellence Awards - DSES

- Presents an independent view of Customer perception about the company’s performance.
- Measures consistency of service delivery.
- Provides a platform to benchmark processes and services against the industry.
- Learning from industry good practices.
- Brings pride to the Retail team.
- Celebrates Retail.

Advice to Future Applicants

- Understanding what customer values helps an organization to better prioritize its resources.
- The quality of your customer service is as good as the people that you have.
- Benchmark continuously and raise the bar.

Get the fundamentals of service excellence in place.

Perfect your Retail model before scaling it up.

Learning is an ongoing necessity as retail is constantly evolving.

Results Achieved

Our customers express their satisfaction with interaction with showroom staff as evident in our in-house customer feedback mechanism, third party surveys and DSES rating.

Some key indicators of the success of our approach are seen in figures here.

For further details, please write to us Leilani.sumague@erosgroup.ae
India Palace Restaurant

India Palace is a leading brand of fine dining restaurants that brings together the ancient culinary art of Royal India using authentic and freshly handpicked ingredients with an ambience that offers a “Regal Dining Experience”. The chain of restaurants are wholly owned and operated by The Southern Franchise Company, a leading hospitality conglomerate in the UAE and India that in addition run a series of fine dining as well as quick service restaurants, luxury hotels and contract catering services. The vision of the organization has always been to delight customers with a world class hospitality experience and this vision has been incorporated in the very fabric of the company and its operations.

Benefits of applying for the Business Excellence Awards

• An opportunity to objectively analyze current procedures and practices and refine them to positively impact customer experience
• Gives us a framework to structure our KRAs to enable us to achieve our vision
• An occasion to reaffirm our customers faith in our services and the quality we offer

Advice to Future Applicants

• Make sure your approach towards your business is quality excellence and not just revenue gain.
• Involve your employees and give them a sense of ownership.
• Use your application as a tool to create sustainable solutions.

Growth in Service Improvement

[Graph showing growth in service improvement from 2012 to 2014]
Best Practice

India Palace Best Practices: A paradigm shift in the Fine Dining Industry

India Palace is a highly results oriented brand that has defined its objectives clearly to be bi-fold yet interconnected. The first aspect focuses on an exceptional customer service model aimed to become a benchmark in the fine dining industry and achieve service excellence by offering a “wow” experience to each individual customer. The second aspect is to create a motivating environment that thrives on trust, respect, diversity and team spirit. They are interconnected as the success of one will automatically contribute to the success of the other.

We aimed to inculcate an environment which is proactive to the needs of the customers to result in an overall increase in business with the understanding that great customer experience maximizes the growth of the company.

By encouraging organizational ownership among each individual employee, the objective of exceptional service becomes accessible. Innovation, experimentation and proactive participation are key indicators of a healthy work ecosystem.

Once the approaches were identified and defined, a strategy was deployed based on a series of brainstorming sessions with various departments that involved a comprehensive SWOT analysis with an active involvement of the executive committee and the office of strategy management as well as CSR. Responsibilities in customer service included not only growing the customer base and the brand but also increasing the Customer Satisfaction Index (CSI) as well. KRAs in Internal Processes placed weightage on innovation that would improve TAT, stakeholder communication, purchase efficiency and production process while reducing wastage. The key was to standardize processes so as to improve operational efficiency across all departments and outlets.

By employing HR best practices the various KRAs for employee satisfaction involved efficient recruitment systems that ensured identifying and employing resources that are highly motivated and passionate in their respective fields of expertise. Once this is achieved, their competencies are to be managed and developed in a constant learning environment.

The holistic approach to both the KRA’s and KPI’s set and the systems that were implemented accordingly ensured the results were significant and meaningful to enhancing the brand not only from a revenue perspective but towards the overall standards India Palace stood for. Not only did we achieve footfall growth and increase in average spend per head but the impact was realized in enhanced customer satisfaction, reduction in complaints, more referrals, that resulted in establishing a distinctive and coveted “India Palace” experience.

For further details, please write to us dcc@sfcgroup.com

Results Achieved

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Marina Home

Conceptualized in 1997, Marina Home Interiors is a premium home décor retail chain based in Dubai, with stores across the GCC, Egypt and India. Marina Home is a household name across the countries it operates in and is synonymous with quality, creativity and a strong aspirational value proposition.

Marina has proved its design ability in the selection of items that create an entrancing effect of unusual harmony. The impressive range of products appeals to a target market that desires multiple options in a singular location. The products are sourced from over twenty countries and represent four continents. Innovative designs are inspired by life in the cultures that Marina represents.

Reflecting individuality, quality and uniqueness in their designs, the brands singular appeal has resulted in it being a preferred home store of choice by millions of satisfied customers.

Striking company showrooms, present in most major malls in the region, invite exploration and an eclectic ambience encourages lingering a little longer. An impression of artistic harmony and attention to detail pervades the atmosphere of each of its showrooms, the rare combination of distinctiveness and functionality together with durability and a fair price.

The brand is present at some of the most prestigious locations in the Middle East & North Africa markets and the Indian Subcontinent and is on course with its global expansion plans through several company- owned and franchise stores.

Marina’s forte is the sensible fusion of Modern & the Rustic, Avant Garde & the Exotic, Cosmopolitan & the Flamant creatively put together epitomizing a new realm of design - co existence. Modern classics and chic contemporary designs are complimented by rustic details displaying cross cultural influences; true eclectic ambience seamlessly blends design with functionality.

Fusion is sought in food, music and fashion. With the distinctive merchandise mix, Marina brings fusion to home decor.

We currently operate nine stores in the UAE, two stores in Oman, One in Bahrain and two in India, on franchise basis we have partners in Pakistan, Egypt, KSA and Qatar is up and coming early 2016.
Benefits of applying for the Business Excellence Awards

Our founder’s visions initiated the process to achieve business excellence and as such DED was chosen as a preferred platform/partner towards this quest. DSES, DQA, Excellence model and related terms are now synonymous in Marina, Quality Management System ISO 9001:2015. Marina’s participation in the DSES and DQA has added a lot of value to our business. One of the major benefits that we have observed since becoming a member is increased customer loyalty for repeat business. This has become possible only by following the DSES code of ethics resulting in the extension of quality service through knowledgeable and presentable front line associates.

As a result, Marina is under complete compliance to the Federal Consumer Protection Law No. (24) of 2006 and has been actively promoting the same since its implementation in UAE. Being a member of DSES certainly builds up customers’ confidence on the brand that they are spending their money at the right place where they can have complete peace of mind during and after the purchase.

The learning we have gained from mystery shopping reports has been transferred into focus on training Scan such as: The Marina Knowledge library, GET IT, FAB (Features Advantages & Benefits) Starting from our suppliers to our frontline staff; CSD training; our customer service training Based amongst others on the “Scenarios” in the DSES mystery shopping reports.

Marina’s management firmly believes and operates under the philosophy of customer being the reason for its existence. Company’s vision, mission, strategy, policy, processes, systems and equipment is always kept in line with the prime focus to provide its customers with a memorable shopping experience by exceeding their expectations each time they visit Marina stores.

Advice to Future Applicants

- Use the knowledge gained from the Mystery shopping to improve customer experience in your show room.
- Develop trainings that improve what in areas where you lack, at the same time keep developing your trainings in the areas where you are doing very well.
- Use it to create focus within your organization on customer service and consumer experience.

Trainee process

Once inducted, the new staff member is assigned to a showroom as a “trainee” assigned to a mentor, that are responsible for training product knowledge, standard operating procedures, practical understanding of company policies and how they influence the work on the sales floor.

The trainee “shadows” and experienced colleague in their specific area of expertise, could be a top sales performer, an associate assigned to loss prevention or indeed any other task that is performed in the showroom until they master the same tasks, and their mentor recommends that they go thru their review, as a quality control measure part of the mentors KPI’s are “number of days for clearing review” and “cleared reviews” ensuring not only that the reviews are cleared fast, but that the trainee during the mentoring period has received proper mentoring and training.

Each and every trainee goes through this extensive orientation & training program spread over not less than 45 days with the dedicated mentor who must have been with the organization with at-least two years and is not less than of supervisory grade. Training activities are broken down by day and topic with feedback intervals at every 10

Induction as key ingredients

The culture of re-enforcement of retail basics and our performance based culture starts already before a new staff member is assigned to a showroom, it is essential for us that our new associates are inducted in the right way into the Marina Family. Our induction process is comprehensive and the new associate will meet the stake holders from across the organization during the two day induction, each department head will head the induction for their specific department, it creates the foundations between the organization and the new associate, and ensures that the new associates starts off with the right information, that they know the stake holders and policies and procedures, thus they can add value to the company faster than if we used the classic “hit the ground running” and immediately placed a staff member in a showroom, leaving it to chance if they get the right induction. Instead we staffs the showrooms as “trainees” until they pass their reviews.

Reviews

All staff must after the induction and their stay as trainees in the showrooms pass a review, the timing of their review depends on recommendations by the mentor, and the review are carried out by the head of retail operations and the head of human capital ensuring that the quality of the reviews is top notch.

The review has to phases, a practical on the floor review of product knowledge and selling techniques, and an in-depth interview with the trainee on company values, stake holders, policies, procedures and stakeholders.

There are no compromises in the review process, the trainee must possess the required knowledge and skills or they will fail the review and have to return at a later date, there is a 40% failure rate at the first review, and a trainee is given three chances to pass the review.

Best Practice

The Marina dowel principle

The Marina dowel principle

The route we have chosen as an organization is to focus on the retail basics, and getting them right – every time a customer’s has an interaction with us.

At the same time, being in the service industry we understand that what is perceived excellent service today, is the expected standard tomorrow and below our expectations next week, meaning that when we invent or introduce a new approach, once the customers or the competition have seen it, it will only barely meet the customers’ expectations on the future visits, so to stay ahead of a fast-paced consumer expectations, we need to monitor, learn and improve performances via benchmarking, training, staff briefings of all levels in the organizations.

It starts with people;

In Marina we firmly believe in the human element in customer service and satisfaction in absolute essential, and we are extremely careful in the search and selection process.

This means that when we hire front line sales associates we minimum look for graduates with some or little background in the retail industry, have the right attitude to serve the customer, good numeric ability and computer knowledge and a strong desire to establish a career in retail. Extensive interviews are conducted and each candidate are as a bare minimum met our Head of Retail and our Head of Human Capital, and if shortlisted they will either meet our General Manager or one of our directors.

As an end result of this process we have established that we are sure fits in to our corporate culture that shares our values and are going to constantly learn and develop during their journey with Marina.
Retail Operations
Constant re-enforcement of retail basics at store level
Staff briefings and meetings:
At store level we have a constant re-enforcement of our goals and focus areas, we are using different methods, such as staff meetings and staff briefings, the later we have on a daily basis, Daily Staff briefings are a must at each store covering defined topics related to store operations; reverse flow of information from store operations is executed daily/weekly/monthly store reports, customer feedback forms, at the same time ensuring that the tasks of the day, the business focus areas and stores sales performance are communicated. And that any operational issues are addressed.

Staff briefings are also used to re-enforce our values, this is done by different meeting “games” that involves all staff - creating a “fun and motivating” environment.

Lastly the briefings are also used for information and presentations of new products and collections, ensuring that our staff is up to date with product knowledge.

Our monthly staff meeting is used primarily to address the last month performance, expectations to the following months performance, assignment of monthly tasks to staff, discussing of major operational issues as well prevention, perpetual stock, takes, major new collections coming in, upcoming staff holidays, showroom issues and serves as a motivational kick for the up-and-coming month.

The information shared through these resources give valuable insight into customer purchase behaviour in terms of effectiveness of marketing activities, product liking, price points, and purchase versus non-performing products, from our staff we also collect information of customer feedback on our assortment, that subsequently is filtered upwards to our buyers and product managers, so that they have first hand information from our customers when planning assortments.

Store Ambience
A detailed objective format is in practice to assess stores on factors directly related to customer satisfaction. This format is used by the senior management and store managers while assessing each showroom location and cover the topics in detail - store ambience, temperature, quality of Health & Safety measure in place, music being played in stores, presentation of associates and merchandise, equipment, efficiency, pest control etc.

The same format is used for show room audits where showroom management teams are visiting each other’s stores to ensure “fresh eyes” on a show room; this also helps knowledge sharing between show rooms.

Linking performance to KPI’S

<table>
<thead>
<tr>
<th>ROLE Category</th>
<th>Sales (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales / Target Achievement (Based on RM Approval)</td>
<td>40%</td>
</tr>
<tr>
<td>Basket size</td>
<td>20%</td>
</tr>
<tr>
<td>Average units per transaction</td>
<td>10%</td>
</tr>
<tr>
<td>Sales per sq. m%</td>
<td></td>
</tr>
<tr>
<td>Feed back Forms 10%</td>
<td></td>
</tr>
<tr>
<td>Mystery Shopping (75%)</td>
<td></td>
</tr>
<tr>
<td>Matrix 0-70% = 0 points</td>
<td>1 point</td>
</tr>
<tr>
<td>76-80% = 2 points 81-90% = 3 points 91-95% = 4 points 96-100% = 5 points 5%</td>
<td></td>
</tr>
</tbody>
</table>

Every year when the budgets and business plans are made, they are converted into measurable KPI’s across all levels, of the organization, these then becomes a part of our monthly appraisal ratings and annual appraisals, in which all staff members from Head of Departments are rated.

Our monthly appraisal system at all levels which are a direct reflection of any associates’ performance in the last month. The appraisal rating cover the key quantitative and qualitative aspects of a particular job function. These appraisal ratings are than linked into associates’ monthly profit share.

This is done for two main reasons: A: as a tool to ensure that all stakeholders has a clearly defined set of goals and objectives simplified so that they are easily translated into action. B: at the same time the KPI’s are a tool ensuring that we reach our goals. And where we can learn or improve.

Feedback forms
One KPI to highlight is the “Customer feedback forms” as Marina enjoys a very high degree of brand loyalty, these forms are regarded critical to our success due to the high degree of information that reflects on our efforts from which we make to enhance our customer experience in our stores.

Areas covered in these are customer & helpfulness of the associates, satisfaction with the product range, overall shopping experience, future visit plans etc.

On average 97% of our customers’ state that they would like to visit our stores again for a purchase and approximately 90% and above are very interested to be contacted for the arrival of new products and happenings within the brand.

Our customer feedback surveys also reflect that they love to talk about the brand experience; therefore, Marina spends a huge amount on the marketing and advertisement initiatives yet enjoys a high degree (around 35%) through word of mouth positive publicity.

Mystery Shopping
Absolute key to this is the DED mystery shopping program, that gives us a snapshot from a third party on the reality on the ground in our show rooms, the reports are used to benchmark our showrooms against each other, so that learning can be captured from the best performers and training can be planned for showrooms that falls below the average, in a positive approach, so that staff does not feels forced into giving a half hearted approach, but BELIEVES in giving a whole hearted approach to customer service, over and over again.

Benchmarking stores
As a company we always aim to improve our performance, therefore stores are benchmarked on several areas against each other, Average Mystery Shopping Score, Customer feedback forms, sales per transaction, Sales per basket.

The result of benchmarking gives us a unique perspective on how we are performing but also more importantly where we can improve, are we achieving the optimum sales performance in all showrooms, on a continues basis? Is our merchandising done effectively? Is marketing driving enough foot falls in? is he foot fall converted to customers?

Are the sales staff trained well enough (Basket size and Sale per customer) is our customer service department meeting our expectations (Feedback forms)
Customer Friendly & Law Compliant Policies. 

In line with customer first mind set, each activity on the shop floor and in the after sales service area is clearly defined and communicated to our customers. Preventive measures such as service assurance checklists are in place prior to making a sale which ensure avoiding unpleasant situations at the time of delivery of products where the same could go through the desired location at the customers’ home. Our Customer Protection Policy is printed behind each invoice and is also displayed behind cash desk at each store location. In store policies related to photography and video, smoking, consuming edibles etc. are clearly visible which builds our customers’ confidence on the brand.

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. We take a minimum of five days for the delivery of furniture products just to ensure that the product goes through Pre-Delivery inspection process and in order to optimize our vehicle usage for protecting the environment to also keep the delivery costs to customers to the minimum. We deliver free at the customers address. Each delivery vehicle has now been equipped with GPS monitoring system to ensure timely deliveries to our customers, and providing us with the ability to track their movement thus giving faster feedback should a customer inquire about their delivery whilst in process.

For our overseas customers & tourists, we offer port to port export and complete export packing facilities.

Top Management objective meetings:

Headed by our General Manager quarterly objective meeting are held, attended by all heads of departments results are discussed in detail, identifying performance trends, evaluation of KPI’s, streamlining and reviews of processes and policies, and if needed corrective action plans are created, and subsequently filtered down thru the ranks and implemented.

ISO 9001:2008

ISO compliance audits are done each quarter internally and once a year through the certifying organization (Intertek). These cover a different aspect of the store operations in terms of compliance to the defined processes. ISO internal and external audits again have a direct link to the associates profit share mechanism. For any non-compliance to the process, the resulting profit share ratio gets affected under as per Company’s defined standards.

For further details, please write to us kim.walentin@marinasgulf.com

Results Achieved

Under management’s vision of being recognized as a benchmarking organization, getting time-horned retail basics right has yielded results various areas and they are continuously reviewed upon for improvement. - The Marina Way!

In the customer service area we have won several awards, leading to higher consumer confidence in Marina. The quality and brand promise associated with the name Marina has allowed expansion, not only in directly owned show room but also entering the franchise market, where we see interest from all over the world, including mature retail markets in our brand.

For competitive reasons we can unfortunately not submit financial details - but our growth in the markets we have entered speaks volumes for our results, the Mall industries willingness to give Marina high profile locations is another clear indicator.

Optx 2020 Al Jaber Optical Group

Al Jaber Optical – Let your eyes do the talking Consistently providing innovative products and services to achieve best service and best outlet awards continuously

The Business

Located at prime spots across the UAE, Al Jaber Optical’s 35 stores present a welcoming ambience inviting customers to admire and select the most elite eyewear with complete confidence of quality and performance. Over the past 20 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 and Ras Al Khaimah and a wide collection of international brands of vision care products, sunglasses and optical frames to suit varied individual taste, lifestyle and budget.

Among the well-known luxury brands available in Al Jaber Optical shops are Cartier, Mont Blanc, Tag Hauer, and Lindberg. The outlets also stock fashion brands like Ray Ban, Oakley, Vogue and Carrera. They also have 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 delivers 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.

Vision & Mission

Al Jaber Optical has strong belief and commitment to its vision and mission to provide a unique personalized service to all eye-care customers from all segments and to utilize our recognized and trustworthy brand name to serve the local community with the highest standard of professional and reliable standards.

Our vision has always been to provide our customers with innovative products and services consistently, and with enthusiasm and passion that is second to none.

Core Values

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

We regularly provide free educational and training programs to develop our staff skills.

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 free eye test and vision care consultancy free of charge.
The Start of Success

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

We started with 11 outlets as initial member. The reports were unexpected and disappointing, which resulted to a major decision to revamp the trainings and procedures. Eventually, the results were phenomenal and we became winners of the Special Business Category, and consequently be THE LEADER in UAE market for Optical business.

A massive plan was put involving current and new employees. New rules and policies were put that are flexible enough for the staff to guarantee their work satisfaction, while keeping high level 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. The new staff was trained from day one. The induction program includes the Standards of Performance of the company, on which their turn include all the criteria of Best Service.

The staff shall know, from the beginning that Al Jaber Optical is a customer service oriented company, with will determination to succeed and learn.

2. The existing staff has undergone newly customized trainings for Customer Service, and how to build loyal customers relationship.

The staff was trained 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 utile for the improvement of staff level.

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

3. The system and total selling process was analyzed and improved.

Al Jaber Optical staff shall be as perfect as possible. The environment is also as important as the staffs' behavior and is complementary to our success. Keeping constant cleanliness and tidiness of the showroom at all times, is a must.

Enlarging the data of Al Jaber Customers was one of the targets to achieve; so all the staff was also trained to enter complete customer data on the system for any future promotions or any update and 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.

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. Therefore, results started to show:

In 2008, we had 12% of the shops that scored an average above 95%.

In 2009, figures were starting to look differently with 37% of the shop scoring above 95%.

In 2010, for the first time 55%, more than half of the shops scored above 95%.  

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 enough.

The intensive recruitment and training plans took place, to witness a great improvement and achievements at the start of 2009 until current date.

The number of shops of the company that we enrolled was increasing every year: in 2008, we were 11 outlets, and slowly adding shops every year. Our members are now more than 30 shops for the cycle of 2015.
Rewarding Highest Scores
Al Jaber Optical put a reward system for best scorer staff and outlet. After making sure that everybody understood what are the criteria and requirements for best customer service, we praised the best scorers by:

Communicating it to everyone in 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.

From then on, everybody wanted to be among the list of best scorers that was communicated to all the company after each quarter. This is when we started to witness many showrooms scoring above 95%, and the achieved average highest score was increasing every year.

In 2008, the highest score was 95%, in 2009, the highest score in the company was 97% and in 2010, the highest score achieved by 3 outlets was 99%.

This proved to us that more people are committed to success.

The number of shops achieving highest scores was:

- In 2008 and 2009 one shop, while in 2010 we had 3 shops.

As a result, Al Jaber Optical is proudly the winner for two consecutive years 2009 and 2010 for Best Service Performance Brand in the Special Business Category and Best Service Performance Outlet in Abu Dhabi Mall.

Benefits of applying for the Business Excellence Awards
- Opportunity to share best practices.
- Improve self-assessment by monitoring our staff performance and customers’ reaction.
- Build 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.
- Encouragement to focus more on our staff training and development.
- Frequent winning enhances the company image in the optical industry in UAE.

Advice to Future Applicants
- Planning to win DSES should start long time prior to the submission without interruption.
- Benchmark to best practices of winners in the same industry.
- Use the self-assessment techniques and monitor the improvements in the scores in a regular basis.
- Do not apply just for the sake of winning the award.

Best Practice
During the past decade, we have focused on our strategic move to expand and diversify our products and services. Results prove that it was best practice where nowadays we have 35 shops in the UAE and we have become the sole agent for various international brands.

Key Success Factors
- The management realizes the importance of involving each staff of the company, especially the front line sales consultant in the process. Therefore, intensive meetings and sessions were conducted to make sure the DSES criteria are well understood and implemented by everybody.
- 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.
- Staffs with highest scores are recognized and appreciated by the management and awards were given to them.
- Close monitoring of the DSES scores and we highlighted the path for each quarter where we missed and where are the points of improvement.
- Our staff is the key of success. Everybody knows that he or she is responsible to get the award and to perform excellent service.
- Raised in people self conscious of responsibility and awareness 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.
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. In 1968, AWR established “AWRostamani Holdings”, a privately-held diversified group of companies with operations across UAE, middle-east and beyond. From the outset, AWRostamani’s strategy was to build the group companies towards excellence and embark themselves in the global marketplace. The AWRostamani Holding today operates leading, quality-focused businesses in the automotive, real estate, interior design and fit-out, retail, and business and information technology consultancies. The Group’s value system is committed to excellence in delivering quality and customer service by empowering employees, celebrating diversity and encouraging thought leadership, within an ethics-driven corporate culture.

Arabian Automobiles Company (AAC) established in 1968, was a part of the AWR business conglomerate and is currently the exclusive distributor of Nissan, Infiniti & Renault vehicles in Dubai and the Northern Emirates regions. Over the years, AAC has emerged to be among the top players in the Automobile sector with market leadership in certain pivotal segments of the vehicle market.

Vision 2020
Where we want to go.

• To be a USD 5 billion organization.
• To achieve 15% market share in UAE auto industry.
• To achieve 500,000 units cumulative new vehicle sales.

Mission 2020
The reason for our Existence.

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

Awr Core Values
With over 3,000 employees from different nationalities, the Group has its headquarters in Dubai, UAE. This network includes 13 new car showrooms, 13 service centers, 17 parts outlets & certified pre-owned divisions across these geographies. In order to fulfill the brand promise to customers, AAC partners with the region’s most trusted names for delivering quality service.

Besides having a very close relationship with OEMs, AAC also shares synergy with external partners such as Enoc, Eppco, Dubai Police, RTA, Dubai Chamber, Dubai DED etc. to ensure alignment & for fulfilling its commitment to customers & society in totality.

Owing to the tight competition in the industry within the region, it is a requisite for AAC to anticipate challenges and to build contingency plans. For AAC, the key strategic challenge is to develop means to differentiate its products & services from competitors so as to provide optimum value and delight in customer experience.

**AWRostamani Automotive - World Class Organization Framework**

In order to achieve its corporate vision, AAC has defined a six pillar World Class Organization framework that is embedded within the strategy of the organization.

It is through this robust strategy that AAC strives to be one of the leaders in the regional automotive business and develop methodologies to achieve desired results in all the identified aspects.

Throughout its journey, AAC has been achieving a plethora of recognitions globally & regionally. The CEO, Mr. Michel I. Ayat believes in the philosophy of quality before profitability and in revenue before cost. It is this leadership trait that is apparent across all business units which has propelled the organization forward on its journey towards excellence.

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 top management’s commitment and involvement right from the start of the project.
- Training of frontline staff on customer service standards and DSES guidelines.
- Effective action plan implementation for ensuring customer excellence across all locations.

**Best Practice-1**

**Innovation of AWR Sales Operations Using Digital Technology**

Innovation and continuous improvement 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 over 20 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, AWR business process innovation has brought in a positive change within the organization. The adoption of innovation as a culture in the organization has led to significant achievements and has become a true representation of the AWR Rostamani way of business.

In line with the AWR’s culture of innovation, the AWR Sales team in coordination with support functions such as Group IT, Business Excellence teams has developed an innovative solution for adapting digital technology (IPads) in the AWR showroom sales operations. This innovation has entirely revived the traditional showroom operations and has brought in more efficiency to the sales staff and also provided a great experience to the customers visiting the showrooms to purchase new cars.

Business Excellence teams has managed using IPads to carry our sales operations in AAC showrooms was much more than just a new way of handling vehicles sales. AAC has innovated the showrooms to a whole new level by adapting the digital technology. With this innovation, today we aim to achieve the below objectives as a part of our journey towards excellence:

- Enrich the customer’s purchase experience through effective & personalized approach.
- Increase efficiency & productivity of sales executives while handling customers needs & requirements.
- Transform the traditional AWR sales showrooms towards a smart and digital environment. Today business processes at AWR sales operations are managed using IPads to bring in excellence and benefits to the customer, employees and the organization as a whole.

Results Planned/Desired Outcomes

- **Healthy Financials**
  - Drives: People & Leadership
  - Enriches: Operational Excellence

- **Operational Excellence**
  - Drives: Healthy Financials
  - Nurtures: Compliance

- **People & Leadership**
  - Drives: Operational Excellence
  - Nurtures: Organization Culture

- **Compliance**
  - Enriches: People & Leadership
1. Approach
With the fast and dynamic shift in automotive markets in the UAE and GCC regions, the need for innovation of business processes towards excellence play a pivotal role. In line with the UAE’s vision and direction towards building a SMART environment, the best way to innovate our sales operations was by adopting a DIGITAL APPROACH.

13 – Integration of AWR sales process with digital platforms
In this approach, we integrated the digital technology devices (iPads) with the AWR sales operations by developing an in-house digital/mobile app to carry out the operations. This was an innovative approach in the UAE markets to digitize the sales operations right from the time a customer walks in to the showroom till the vehicles is delivered to the customer. This approach was well structured and aligned with the corporate strategy plan to capitalize utilization of IT tools & technology to enhance business operations. This approach boosted and motivated the organization to lead by example in innovating business through a digital approach.

2. Deployment Of Approach

The deployment of this innovation is currently at a national level where all the AWR sales branches are equipped with the iPads and are very much active in utilizing these devices to carry the day to day sales operations in the showrooms. Currently, all the sales executives at 13 AWR new vehicle showrooms in the UAE region are equipped with the iPads to bring in uniformity and efficiency to the operations in the organization.

2.1 – Initial stages of iPad implementation
To carry out this innovative project, the CFT (cross-functional team) was formed with experts from various domains such as Sales, IT and Quality. The CFT team with the help of leadership and support from group functions such as CPOD and Business Excellence worked extensively to bring this innovation into a form. A dedicated team effort resulted in the development of the “AWR Sales app”, which was designed in-house to help better perform all the sales related transactions and activities.

2.2 – Deployment across AWR network and managing Change
Once the enhancements in the app and devices were ready, the iPads were deployed across all the 13 showrooms of the AWR network. An extensive training session was held by the CFT to train the sales staff on this innovation and how to handle the iPads to carry out their daily sales operations.

Implementation of the iPads has completely transformed the customer buying experience in the showroom. One of the major aspects that got eliminated was the hassle with paper works and waiting time to obtain vehicle info and details. The process of letting the customer wait till the sales executive retrieves information from the system is completely avoided. The ease of access & customer ‘S delightedness to experience all the vehicle info, colors, specs and explanation of vehicle features over iPads, generated great impact on customer satisfaction. Activities performed by sales executive such as booking test drives, sales order, obtaining customer signatures, processing bank info, etc. were all digitized into the iPads and created an efficient and time effective process.

Along with the iPads, the new LCD kiosks in the showroom have generated great impact in the showroom where the customers can actually customize and filter the available cars to best suit their requirements. These kiosks provided a great visual and digital experience to the customers to visualize vehicle features and its specifications so that customer get the exact essence of the vehicle that they are purchasing. These initiatives have transformed the way a customer approach while buying a car and also have transformed the processes of the sales staff to provide the customers an effective & personalized feel to their sales experience at AWR showrooms.

3. Assess & Refine

3.1 – Non availability of OEM standard
One of the primary challenges faced by the CFT team was the non-availability of digital platform based standard with the OEMs. Due to this the CFT team did extensive study to analyze and develop the software and successfully integrated it to the iPad devices, for effective use. AAT took the lead in developing this innovation and is now currently being looked upon by OEMs and other businesses for adaptation.

AWR had been appraised for the innovation and now this innovation is being established as an OEM guideline to support Nissan dealers for suitable implementation.

3.2 – Pilot testing and Challenges Faced

One of the flagship branches of AWR sales network was chosen for a test operation. During this pilot phase the CFT team tried to test out the operations through the iPads. As a part of this testing the primary sales domain application, “Oracle” was integrated with the in-house designed app to carry out the testing.

During the pilot testing, the CFT team faced challenges both operationally and technically. While the technical challenges of this testing was with the interface and data integration between Oracle and the new app, the operational challenges was that, it created data overlap with the transactions happening in the live Oracle environment. These challenges were extensively worked upon by the group IT team who could revamp the operations without any glitches on the technical platform or on the implementation.

3.3 – Few Snapshots of features used in iPad for Sales operations

Refinements

Being the pioneers in introducing this innovation, many refinements were done for a successful implementation. These refinements included operational, technical and organizational improvements and changes. As we currently start to reap the benefits of this innovation, an extensive refinement is put in place by the organization.

This innovative digital technology (iPad) is now extended to the other group companies both in the AWR Automotive and Non-Automatic business functions. In 2016, we plan to customize and implement this innovation to our Used Car, Car Rental and Aftersales service operations to bring in completeness of implementation in the automotive operations.

Most significantly, this innovation has completely refined the traditional form of handling customers at sales showrooms and has helped in building a SMART, MOBILE & NO DESK environment in AWR sales showrooms, creating scalability and adaptability in our businesses which is the future.
4. Results

Business impact and results achieved through this initiative for AWR, reflected in improvement for Customers, employees and organization as a whole.

4.1 - Impact on Customers

Usage of iPads by sales staff has completely transformed the customer experience in purchasing a vehicle. The customers were delighted to have a more personalized and attractive approach from the sales staff. In order to measure that customer satisfaction, below are the 2 attributes that have been monitored to track the impact generated by usage of iPads:

4.1.1 – Explanation of products and services:

One of the crucial factors that customer expects from the sales staff is how knowledgeable and informative is the frontline staff, with the products and services. Rather than the earlier conventional process of using papers and brochures to explain products and services, the sales person currently show the customer all the products/services and their features in a more graphical and attractive way for better understanding of the customer.

The overall customer satisfaction scores on this attribute has increased by around 25% in 2015.

4.1.2 – Demonstration of vehicle features and controls:

Implementation of iPads have helped sales staff to showcase pictures and videos of many controls and vehicle features which attracted customer interest in the vehicle and lead to clear understanding of functionalities. This helped the customer to select their best choice of vehicles based on their needs.

The customer satisfaction levels on this parameter is above 85% in 2015.

4.2 - Impact on AWR Sales Staff:

One of the other attribute that was kept in focus while implementing the iPads was to reduce the overall time taken by sales staff while handling customers to complete their purchase. With the implementation of iPads the time taken for various activities like test drives, order bookings, customer acknowledgement, financial transactions and many other tedious activities were digitized and avoided delay time in processing the customer purchase.

The overall time taken to process a sales transaction is reduced by 15min per customer during vehicle sales.

4.3 - Impact on the Organization:

The organization has experienced a major business impact from this initiative. With the dynamic automotive environment, this innovation has paved a smooth path of AWR to handle abnormal situations in sales operations. This innovation has strengthened the scalability of AWR to equip any additional sales staff without any hassles and also has significantly increased the adaptability of this technology to the sales staff in a much easier and quick adaptable manner.

Since the initial stage of implementation till today, there has been significant growth in the utilization of iPads by the sales staff. The usage of iPads by AWR sales staff has avoided the tedious paperwork and time lag in retrieving information while interacting with customers.

During the initial migration of desk operations to the usage of iPads for sales activities in Q3 2014 it was observed that the utilization of iPads was approximately around 12%.

As a part of continual improvement we enhanced the iPad operations by upgrading and changing the app to better suit and provide access for multiple sales transactions.

We did see a significant growth in its utilization, our current utilization stands at around 40% in the overall sales transactions. We now focus to enhance the functionalities more on the iPads and increase the utilization percentage to achieve 100% usage by the sales staff for the months to come.

This innovation has led the organization to successfully transform the traditional sales showroom operations into a SMART, MOBILE and NO-DESK environment which is the future.

4.4 - External Recognitions

Arabian Automobiles Company has been awarded the “Best Internal Use of Digital” award for pioneering in innovation of automotive sales operations using digital technology during the Gulf Digital Experience Awards 2015.

The award which is organized by Awards International recognizes companies in UAE & GCC, who have innovated their operations using digital technology to enhance customer experience.

AAC received this recognition for innovating and digitizing the Sales operations in the showroom using iPads. This initiative has enhanced customer experience at AAC and also led the organization to transform the traditional sales environment to a mobile and no-desk environment.

The award was received by AAC management, during a ceremony held at Jumeirah Hotel on 20th Jan 2016.

Way Forward

AWR envisions on leading and building a smart and efficient work environment in the AWR businesses. By introducing the iPads in our sales operations we at AWR are focused in transforming the conventional desk operations in showrooms and sales business to a smart shared work environment.

Our future towards this new way of smart showroom environment brings in ease of operations for the sales staff and provides a whole new level of digital experience to our customers.

This innovation has led AWR to become a pioneer in use of automotive industry for introducing digital technology to enhance customer experience and build efficient business processes to achieve excellence.
Best Practice-2

to ensure a successful site visit

Conducting a well-organized and effective site visit is extremely important for organizations to have a higher chance of winning the excellence awards. It is a powerful mechanism for showcasing the alignment of the entire organization. The entire site visit can be managed in an effective manner by adopting the following 3 fundamental P’s:

1. Plan
   Planning will include tasks such as site visit finalization which needs to be aligned with the team assessor before the visit. Transport arrangements and venue preparation need to be carefully considered for optimizing travel time & maximizing interaction time with the assessors’ team.

2. Prepare
   Prepare the employees by conducting briefing sessions explaining what to expect from the assessment. Provide site visit pointers for all departments for easy reference during the assessment and centrally consolidate all documents for assessor’s reference at any point of time during the site visit.

   • Who will conduct? Internal employees who have been trained as assessors in the DQA assessment cycle.
   • Whom to interview? All departments & functions who will be involved during the actual site visit assessment need to be interviewed.
   • What questions to ask? Questions pertaining to the various initiatives & performance of the department that have been mentioned in the application document.

   • What is the impact? Feedback needs to be provided to every department to effectively manage their allocated time, align their responses to the RADAR methodology and demonstrate the improvement of the department’s performance with supporting evidences.

   Conducting these mock interview sessions will build confidence in employees and they will be able to create a much more positive impact on the assessors during the actual site assessment.

3. Present
   It is important to conduct an interim meeting with the assessor team halfway through the assessment to align their comfort with the ongoing site visit interactions. Ensure sufficient buffer time towards the end of the assessment for assessors to meet with additional employees for further clarifications.

   TIP 2: Prepare visual aids to be presented during the site assessment

   What kind of visual aids?
   (a) Visual aids can be prepared to represent the transformation of various processes within the department over the last 5-6 years and how they have demonstrated improved performance.
   (b) Visual aids can also be prepared to demonstrate the entire lifecycle of activities & services relating to the department.

   What is the impact?
   These visual aids are a powerful tool that effectively represent the improvements within the department and also helps assessors to easily score the department’s performance based on the RADAR methodology.

   These 3P guidelines will help the entire organization to be primed for the overall assessment process ensuring an effective & successful site visit. Wishing you the best in your journey towards excellence.

For further details, please write to us
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Thank You