

Al Fahim Group Integrated Management Systems Proposal

April
2016

Objectives

1. To develop a shared understanding on proposed Strategy, Scope, Approach, Deliverables for IMS project etc.
2. Clarify each other doubts if any



Agenda

- 1 • Profile of Quality Indeed Consulting
- 2 • Customers and Consultants profile
- 3 • Scope and Strategy
- 4 • Approach and Deliverables
- 5 • Timelines
- 6 • List of things required from AFG (Responsibilities)

1

Quality Indeed Consulting FZE Services, Solutions & Company Profile

Mission & Guiding Principles



To enable organizations to continually improve their business performance and satisfy their stakeholders

Guiding Principles

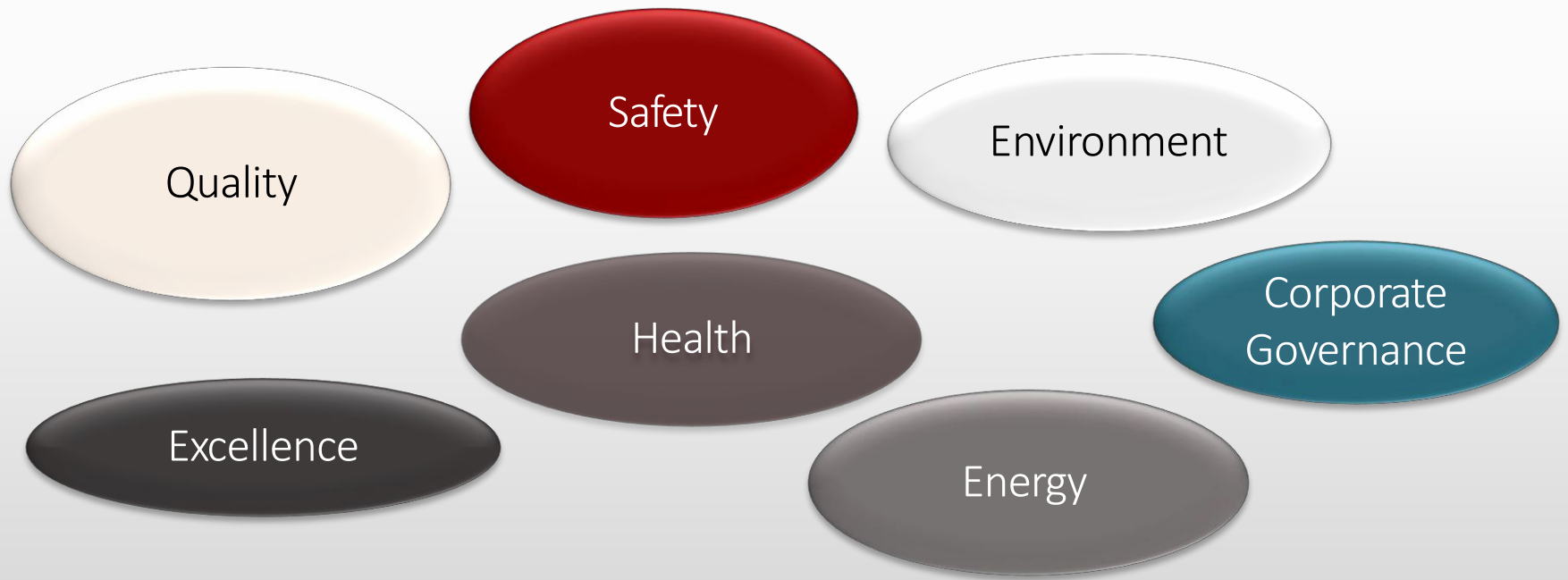


- Deliver high value services as per customer's needs and expectations.
- Adaptable.
- Honour commitments made.
- Continually improving.
- Service driven.
- Customer focused.

Quality Indeed Consulting Services (QICS)

Purpose Statement

“ To enable organizations to continually improve their business performance and satisfy its stakeholders through customized training, education, assessment and advisory services in the field of :



What Makes QICS Different ?

- I. Strategic focus coupled with hands on operational experience
- II. Successful track records in improving business performance in terms of:
 - *quality,*
 - *cost,*
 - *service,*
 - *delivery and*
 - *win prestigious*excellence awards like DQA, SKEA, MRM, UN.
- III. High standards of performance.
- IV. Highly experienced consultants with strategic & operational experience in implementation.
- V. Led by leading & successful professionals.



Service & Solutions Offerings

Audits, Assessments,
Measurements
Customer Surveys , KPIs

Develop and maintain Systems.
Institutionalize Improvements

- Intl. Management systems (9001, 14001, 10002, 18001, 22000, SA 8000)
- Business Excellence (DQA, SKEA, MRM)
- Business Process Management
- Customer listening systems
- Service Excellence & service standards
- Performance Mgt. (KPIs)
- Corporate Governance frameworks

Improve the
System

- Lean
- Six Sigma
- Business Process Reengineering.
- Benchmarking
- Kaizen
- Suggestion scheme etc.

Improve & innovate systems to
institutionalize

Service Offerings

Provide assessment, advisory, training, education services in:

- ↑ Business Excellence Awards like DQA, SKEA, MRM, DGEP
- ↑ Management systems (ISO: 9000, 14000, 10002, 22000, OHSAS - 18001 etc.)
- ↑ Service Excellence Schemes
- ↑ Six Sigma
- ↑ Lean Management
- ↑ Strategy deployment and performance management (KPI).
- ↑ Business Process Mgt. & Reengineering
- ↑ Benchmarking
- ↑ Energy Management
- ↑ Service Excellence and Standards
- ↑ Performance Management Systems
- ↑ Customer satisfaction/ listening systems
- ↑ Audit and assessments to international standards.



Performance Track Record (Partial List)

EFQM/ SKEA/ DQA/ ADEP

✓ Oil & Gas sector: Organisation improved performance score by 33 % over 18 months and won the prestigious Dubai Quality Award.

✓ Union National Bank: Bank won prestigious SKEA Gold & Dubai Quality Award **with highest scores** to date in 2005 and 2006 respectively.

✓ Abu Dhabi Govt. Entity: Declared top most level performing entity in 2013. Performance score improved by about 125 % in 4 years.

Management System

✓ Implemented & attained certification to

- 9001 (Quality)
- 14001 (Environment)
- 18001, (Health & Safety)
- 10002 (Customer Complaints)
- 22000 (Food Safety)

for various industries such as ports, logistics, Govt. Depts., oil & gas, Mfg., Services etc.

✓ Trained hundreds of professionals in Management System Auditing etc.

Lean, Reengineering

✓ 30+ improvement projects across diverse industries and processes to improve quality, cost, internal controls, speed, accuracy & customer service.

✓ Sample results:

- *Lube loan equipment process cycle time down by 64 %*
- *Annual saving of 2 million Dirhams (US \$ 600,000) in cargo discharge process;*
- *Vessel turnaround time in port improved by 12 %*
- *Import letter of credit cycle time down by 33 %;*

Services - Management Systems - ISO: 9001, 14001, 18001, 10002 etc.

Purpose



- Establish Quality management systems (ISO:9001)/ Environment management system (ISO:14001)/ Safety management system (ISO:18001).

Expected Benefit



- Standardized processes, improved quality/ environment/ safety leading to improved product, performance, consistent outputs, environment, workplace safety etc.
- Certification to ISO:9001/ 14001/ 18001.

Details



- 2 days of training/ workshop.
- Training with consulting and implementation support.
- Duration will depend on scope of services, status of its current management systems, complexity of operations.

Services - Business Process Management

Purpose



- To identify, analyze, improve and map core & support business processes and their interrelationships.
- Establish process measurements and SLAs for continual improvement.

Expected Benefit



- Improved understanding of job , process flow, simpler faster, efficient processes delivering improved quality of consistent outputs to internal and external customers.
- Better control and management of business processes.

Details



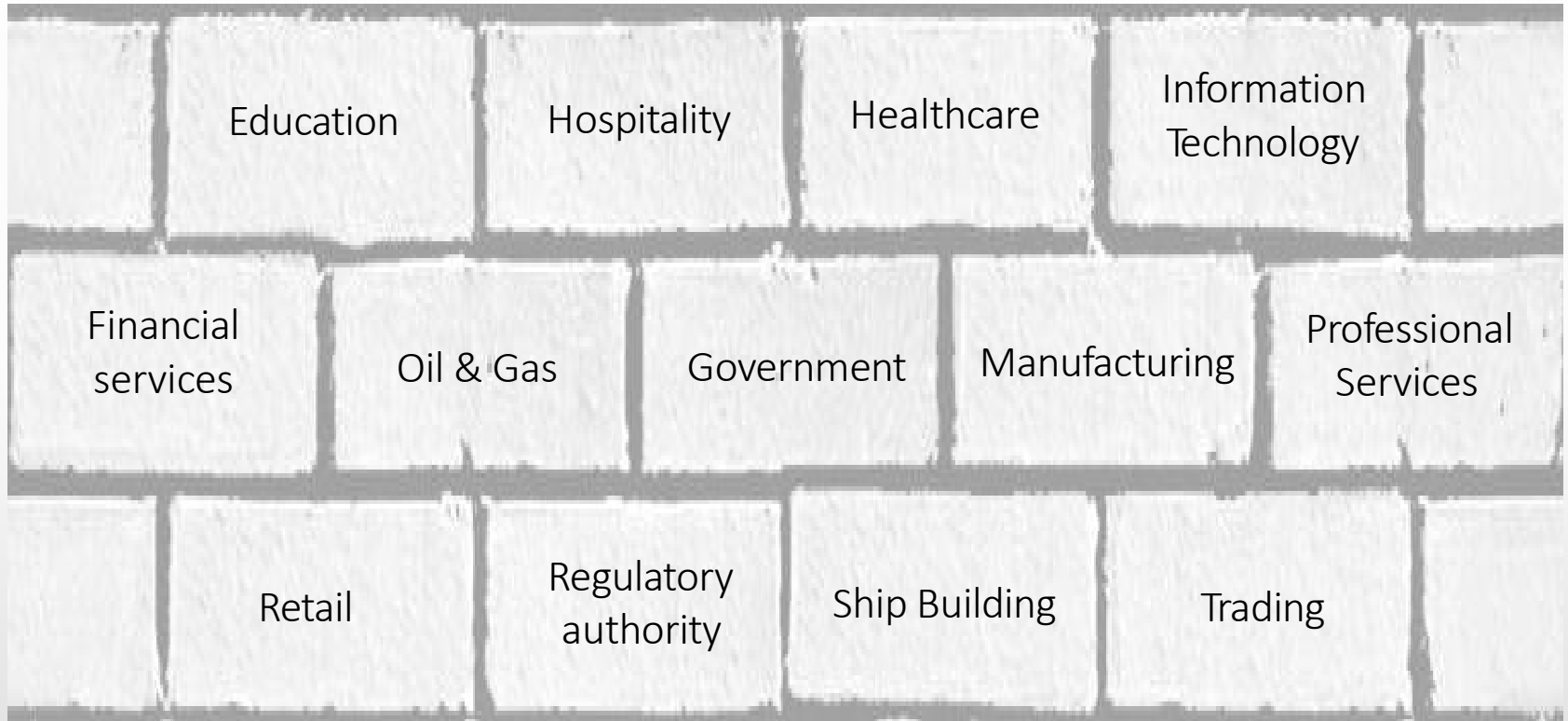
- Training of Business Process Management
- 2 day Basic QC tools (Data collection and analysis tools).
Training with consulting and implementation support.
- Duration will depend on nature of business, scope and complexity of operations.



2

Customers & Consultants Profile

Industries Served



Industry & Customer Profile – EFQM/ DQA/SKEA

Automobile Sector	Food Sector	Oil & Gas Sector	Engineering & Real Estate Sector	Retail and Trading Sector	Other Related Sectors
<ul style="list-style-type: none"> • Manufacturing • Components • Sales • Service • Spares • Heavy Equipment • Sales and Service 	<ul style="list-style-type: none"> • Research Institutes • Sugar • Beverages • Rectified Spirit • Hotels • Processing Firms • Fisheries • Retail • Transport • Ready to eat 	<ul style="list-style-type: none"> • Petroleum • Chemical & Fertilizer Companies' 	<ul style="list-style-type: none"> • Developer, Projects & Construction Firms 	<ul style="list-style-type: none"> • Consumer • Apparels • FMCG • Steel 	<ul style="list-style-type: none"> • Active Pharmaceutical s • Cement & Steel Manufacturing & Retail • Research & development firms • IT & ITES Companies • Power plants – Hydro Electric, Thermal, Diesel, Gas • Mining and Metals
<p>UAE: Western Auto (Toyota) India: Ford General Motors Tata Motors, Mitsubishi</p>	<p>UAE: IKEA Al Tayeb Meat Storing Lords Hotel Address Group India ITC – Welcome Group Hotels</p>	<p>UAE: ENOC, EPPCO ADGAS EMGAS Adnoc Dist. India SPIC Petrochem Manali Petro</p>	<p>UAE: Sama Dubai Akar Tech Services Al Ansari, Oman</p>	<p>UAE: EROS GERAB EPPCO – Retail Adnoc Distribution</p>	<p>300+ projects Covering IMS, EFQM/ DQA/ SKEA projects in several countries since 1991</p>

Customer Profile – Business Excellence EFQM/ DQA/ SKEA/ MRM

- Financial Services
- Services
- Oil & Gas
- Construction / MEP
- Education
- Health care
- Real Estate
- Hospitality
- Government
- Others



Mr. Sunil Thawani - Founder QICS - (1/2)



Leading management professional with over 30 years of experience in TQM, business excellence, corporate governance, strategy deployment, re engineering, six sigma, service excellence in industries like government, banking, services, real estate, oil, petroleum, management consulting, steel, logistics etc.

Successful track record of transforming/ building organizations which are highly customer focused, continually improving & differentiated in market place for excellence.

Mr. Sunil Thawani (2/2)

- I. Member of the Board, American Society for Quality, 2016-2018. 1st from MENA.
- II. Jury member, Dubai Quality Award, SKEA (2003 - 2012)
- III. Recipient, ASQ Lancaster Medal, 2015, 1st in MENA in 30 years.
- IV. Invited by United Nations to participate in international conference on Innovation & Governance, Seoul, S. Korea.(2014)
- V. Advisor – Board of Directors, Dubai Quality Group (2012)
- VI. Presented and published 50 + technical papers and case studies in journals & conferences. Many on EFQM, ISO:9000 & BPM
- VII. Chairman of Continual Improvement sub group, Dubai Quality Group. (2008 to 2012)
- VIII. Fellow, American Society for Quality (ASQ). 1st in GCC. (2009)
- IX. Honor of meeting Hon'ble Prime Minister of India, Hon'ble Prime Minister of U.A.E and several other Ministers of India and U.A.E.
- X. Travelled all over the world on motorcycle.

Mr. Jacob Cherian (M2)

Expert in:

- Business Excellence
- Social Accountability,
- Environment, Health, Safety
- Quality Management Systems.



Hands on experience in implementing systems to ISO 14001, OHSAS 18001 ,SA 8000 , ISO 9001,Integrated Management Systems, TQM, ,Lean management, Kaizen, Business excellence Models ,Service Quality, Train The Trainer Legal Compliance, and Customer Satisfaction Assessments.

Assisted over 400 firms to implement and benefit from international management systems to reduce costs, save time, improve processes and enhance stakeholder satisfaction levels.

Trained over 20000 professionals on management systems & over 4000 as auditors.

Mr. Jacob Cherian (2/2)

- I. Over 37 Years work experience out of which 25 years in TQM and Management Systems interventions in Middle East, Central Asia and India
- II. Specializes in Implementation of Integrated Management systems and simplified work practices
- III. Created substantial value additions to clients in terms of process improvements, reduction of wastages, clarity of roles and responsibilities, enhanced customer focus , improved market share , better environmental performance and occupational health and safety performance , assured legal compliance ,
- IV. Worked with over 250 organizations to implement standards and systems
- V. Trained over 25000 people on management systems
- VI. Lead Auditor for ISO 9001-2015 , ISO 14001-2015, OHSAS 18001-2007 , SA 8000 - 2011, ISO 50001-2011, ISO 22000-2010 , GRI Certified Trainer by KPMG , TQM Trainer and Business Excellence Models by IRD USA and Westinghouse PQC, BSCI & SA 8000 Trainer with GIZ .
- VII. Independently design , develop, train, document , audit and improve management systems performance in small , medium and large enterprises and Government.

Dr. Edward Danish



- I. Dr. Edward Danish is a specialist in Food Related business and management systems.
- II. Worked in UAE in the food sector certification and knows the inside out of food business and quality in food.
- III. Worked with Food and Agricultural Organization projects in India and South Asia.
- IV. Rich experience in all facets of food business starting from selection of inputs, sowing, farm related work, use of fertilizers and pesticide and its effect on food care, harvest, storage and transportation, distribution and Retail and food safety in the entire value chain.
- V. Lead Auditor for ISO 22000 food safety management systems
- VI. Qualified trainer and auditor in UAE since long

Mr. Thomas Mathew

- I. Experienced IT and management professional with 16 + years of experience in IT management & Projects, Business Excellence, Quality management, Mystery Shopping and Internal audit in banking, port, free zone, media, manufacturing and consultancy.
- II. Strong experience in implementing IT projects & infrastructure, ISO / ITIL process implementations, Service Delivery, QMS, System integration and automation.
- III. Conducted Mystery Shopping for 100 + outlets.
- IV. Provided consultancy for ISO : 9000 certifications at various organizations.
- V. DQA assessment team member and conducted assessment at industries like manufacturing, oil & gas, hospitality.
- VI. Associated with Dubai Quality Group, ASQ and other professional organizations.



3

Scope & Strategy



Scope

Within Scope

- ☐ ISO 9001 : 2015
- ☐ (Quality Mgt. System)
- ☐ OHSAS : 18001 : 2007
- ☐ (Health & Safety Mgt. System)
- ☐ ISO: 14001 : 2015
- ☐ (Environment Mgt. System)
- ☐ ISO:22000 : 2005
- ☐ (Food Safety Mgt. System)
- ☐ AFG – Shared Service Fahim Group level, Operating Units - 32 Offices / Service Centers/ Showrooms in UAE

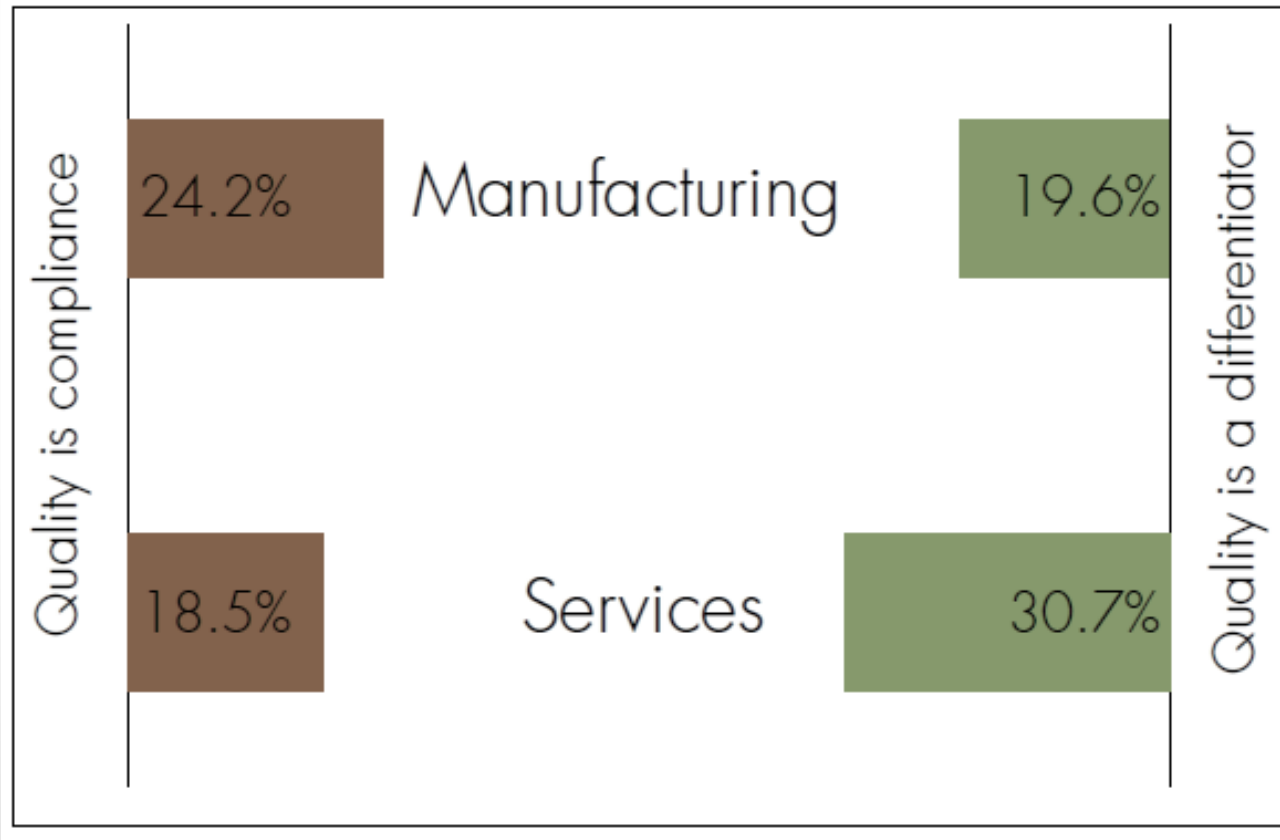
Outside Scope

- ☐ Marjan Cable & Accessories is outside the scope of tender & services

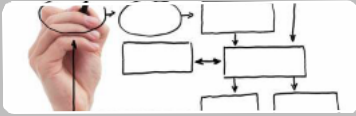
Services to be Outsourced

No.	Services to be Subcontracted.	Proposed Sub Contractor
1.	5 day IRCA Certified Lead Auditor Training – 4 Nos. of Program - each of 5 days duration totaling 20 days	<p>Recommend Lloyds Register for Quality Assurance BSI, DNV, BVQI</p> <p>We suggest use agency currently being used / to be used in future by Al Fahim Group for its IMS certification.</p>
2.	Fire Warden Training	Govt. approved vendors in the Emirates of Abu Dhabi, Dubai, Sharjah etc.
3.	First Aid Training	Govt. approved vendors in the Emirates of Abu Dhabi, Dubai, Sharjah etc. for Abu Dhabi we recommend Ambulatory Health Services.

Quality Used as Compliance vs. Strategic Initiative



Strategy



End to End Process Management Approach



Stakeholder Centric Approach



Knowledge transfer to build competence & for sustainability



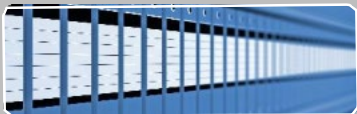
Vertical and horizontal alignment – Vision, Mission.



Adopt Best Practices e.g. EFQM – RADAR / Dr. Deming's cycle
"Plan-Do-Check-Act"



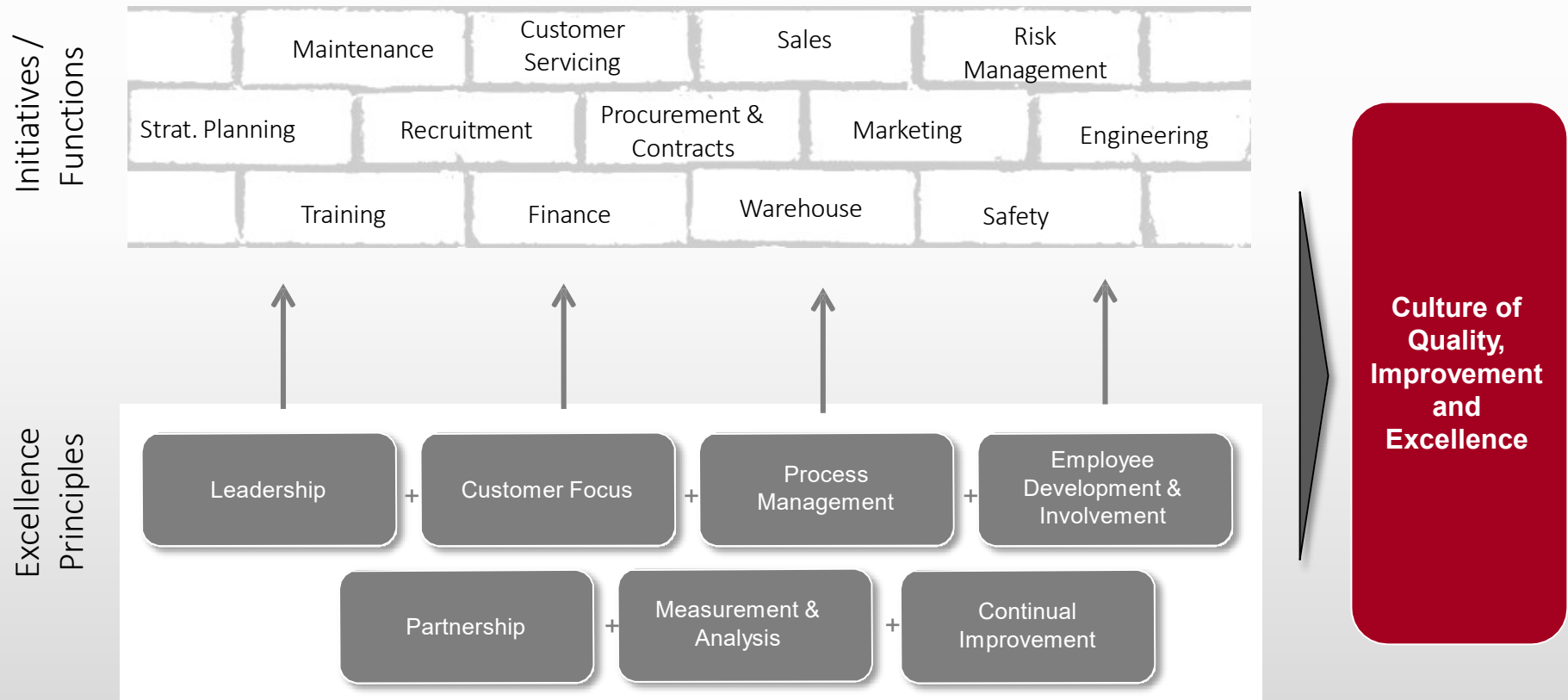
Enhance Governance - Accountability, Performance,
Transparency and Independence



User friendly documentation

One of the Biggest Challenge - Integrating Quality & Excellence in Routine Work

Only through integrating Excellence into the day-to-day operations across all of Company's functions, organization can successfully create and sustain a culture of Customer Service, Improvement & Excellence



Use IMS to....



Standardize
routine work

Improve
routine work

Build capabilities &
competencies

Build a
foundation for
improvement

Discover your
business

Help create a
culture of systems
thinking

Break silo
working

Put house in order

Develop
people

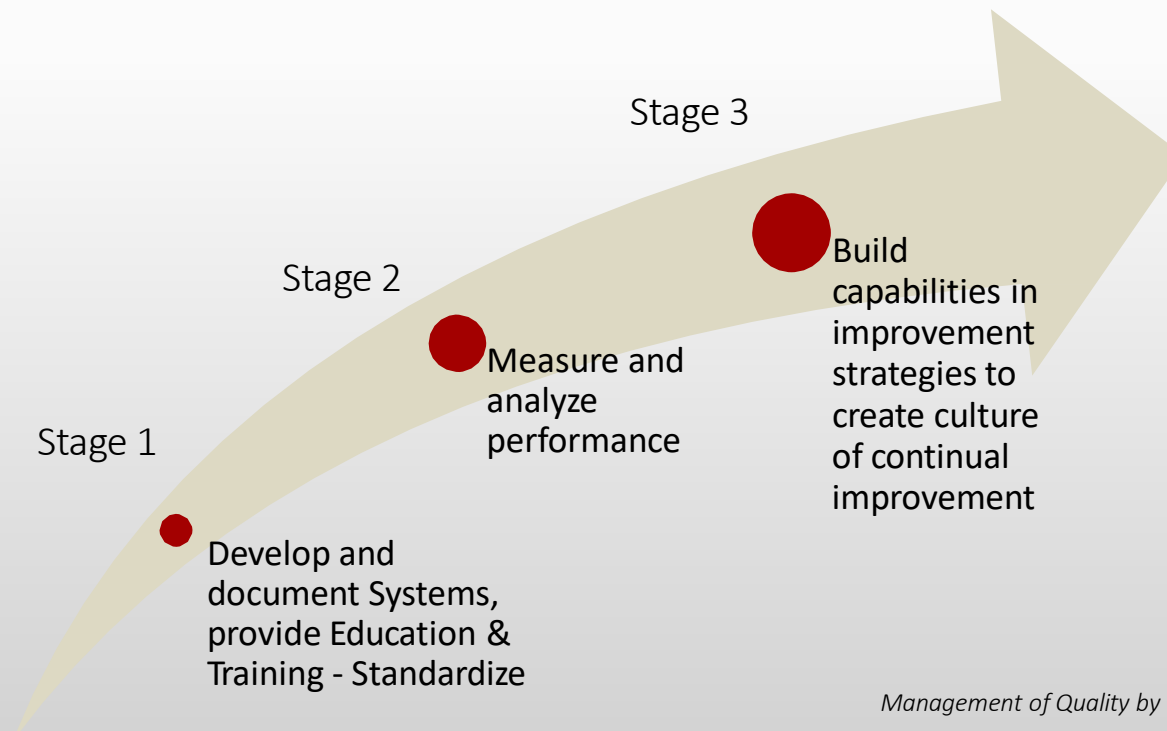
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Approach & Deliverables

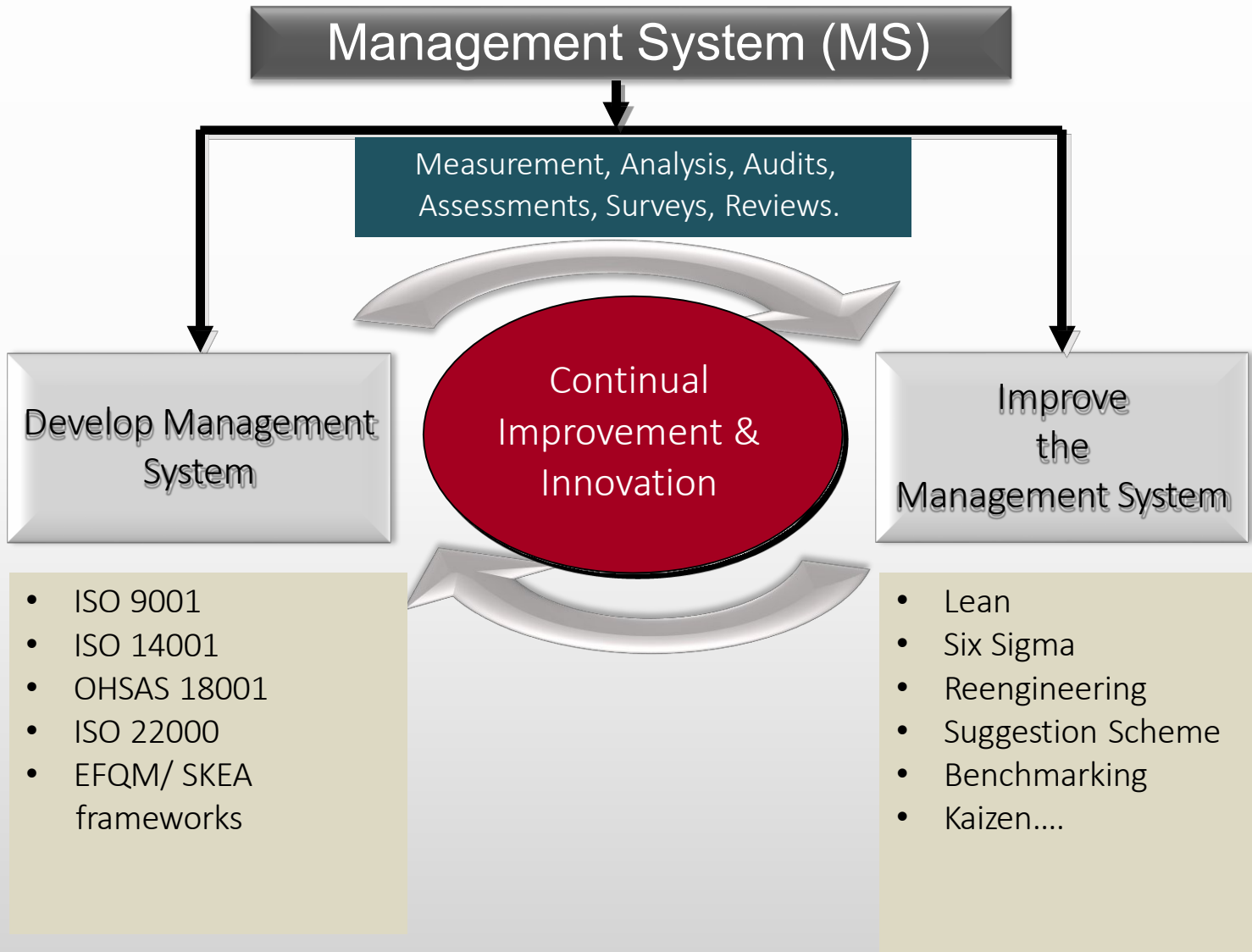


Maturity of Management System - Roadmap

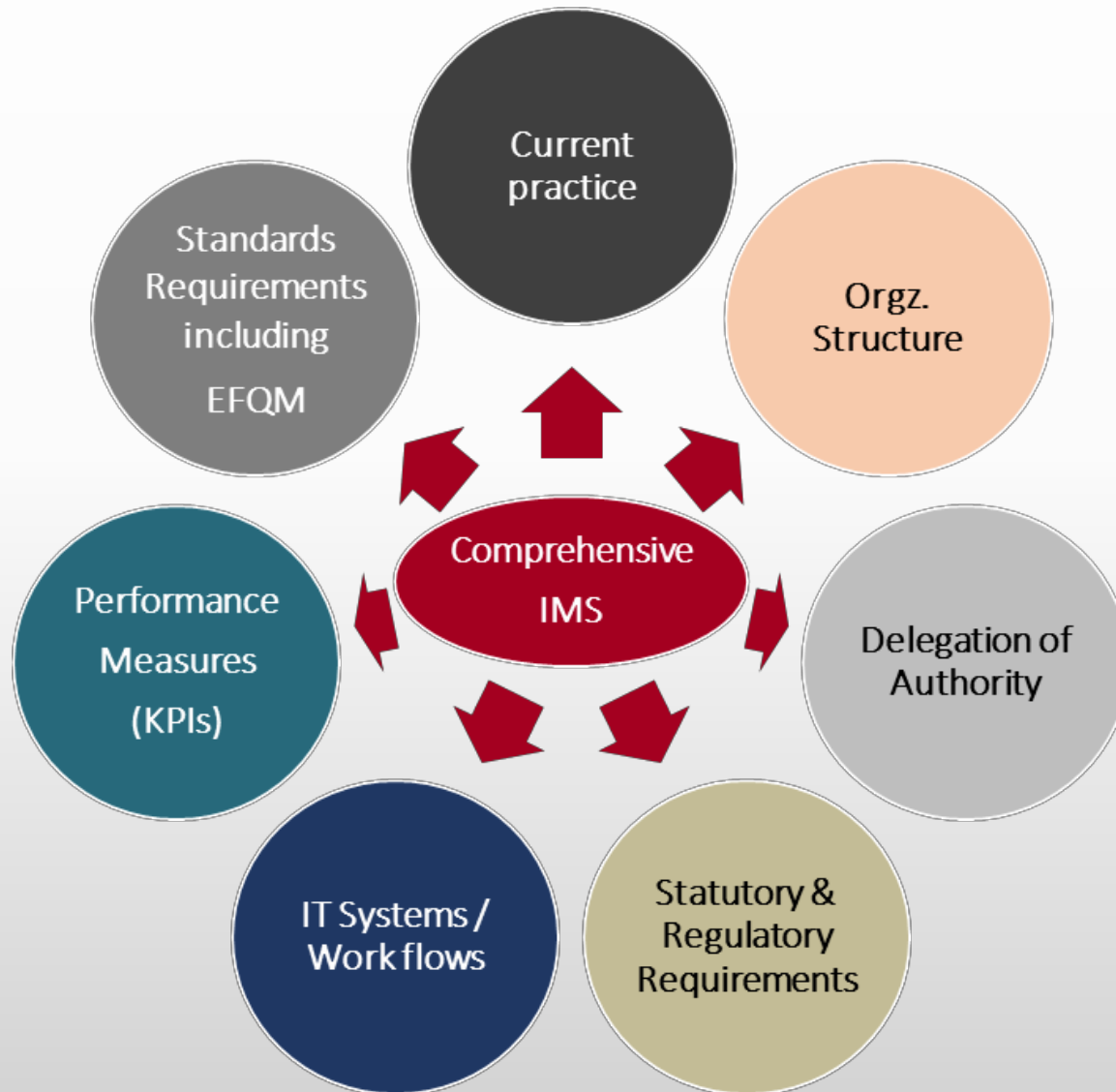
Level of Maturity	Systems	Education & Training	Systematic Improvement
Low	No	No	No
↓	Yes	No	No
	Yes	Yes	No
High	Yes	Yes	Yes



Institutionalizing Improvement



Inputs to Development of IMS



1. Mobilization Phase

APPROACH

1. Understand Operating Units and their operating model vis a vis Shared Services
2. Meet various leaders and managers
3. Establish Core Team with stage gate reporting framework
4. Agree on the overall approach & prioritization of the project.
5. Communicate to leaders.

DELIVERABLES

1. Core Group members identified
2. Team Charter developed & issued
3. QICS Resources mobilized.
4. Overall project strategy & approach agreed upon.

2. Discovery Phase

APPROACH

Understand the current maturity of management system for Operating Units and Al Fahim Group head office for applicable processes vis a vis 4 Standards



DELIVERABLES

1. Understanding of the gaps for each of the Operating Units & AFG – Shared Services for applicable IMS
2. Hi level Overall Project Plan
3. Detailed Project Plan for each of the Operating Units aligned with Overall Project Plan.

3. Competencies Building Phase

DETAILS

1. ISO : 9001, 14001, 18001, (2 days program)
2. ISO 22000 (Dalma – 3 days)
3. EFQM Model
4. Core Team – 2 batches
5. Fire Wardens, Basic First Aiders - 40 people*.
6. Lead Auditors 4 Standards *
7. Internal Auditor Training (Non IRCA) for 40
8. 1200 + staff .
9. * Outsourced

DELIVERABLES

1. Core Team trained in applicable IMS standards
2. All Staff trained
3. Knowledge transfer
4. Certificate of attendance
5. Results of evaluation
6. Copy of course material

4. Documentation Phase

Approach

1. Understand current operating model of Shared Services, Operating Units / various Functions & Levels,
2. Stakeholders, Context of the business, Risks, gaps,
3. Expectations of management,
4. IT systems work flows,
5. Organization charts, DOA
6. Applicable laws and regulations,
7. Hi level business process maps
8. Document / review/ amend processes/ procedures, Forms, Risk Registers, etc.
9. Consider EFQM / SKEA model concepts & applicable criteria requirements

DELIVERABLES

1. Process Architecture
2. Core, Support and Sub Contracted mapped, documented, vertically and horizontally aligned.
3. Documented IMS in compliance to ISO 9001, 14001, 18001, 22000
4. Policies, Manuals, Procedures, Work Instructions, Forms etc. for each Operating Unit and AFG Head Office for Shared Services
5. Legal Register, Aspect Registers, Hazards and risk registers , business risk identification.

5. Implementation Phase

Approach

1. Coach, mentor and provide guidance in implementing the procedures especially company wide procedures such as Emergency Response Plans and Evacuation Details, Incident Management,
2. Mock drills,
3. ISO requirements,
4. Role of employees.
5. Provide valuable tips in implementation for sustainability.



DELIVERABLES

1. Contents for displaying key messages for leaders & staff for AFG, Operating Units facilities and offices.
2. Enhanced awareness among Employees' role in implementing the procedures
3. Implemented procedures with records created such as Emergency Response Plans, Mock Drill records etc. for all the locations within the scope of IMS.

6. Internal Audits & Improvement Phase

Approach

1. Provide guidance / advisory services for:
2. Preparing audit program
3. Preparing Checklists
4. Conducting Opening meeting
5. Conducting audits
6. Conducting Closing meeting
7. Writing Corrective action Requests (CAR) & Audit Report
8. Reporting audit findings
9. Assessing effectiveness of corrective action
10. Closing the CAR & Audits.

DELIVERABLES

1. Hands on experience in internal Audit
2. Audit plan
3. Checklist samples developed
4. Completed Audit reports including CARs
5. Corrective actions identified
6. Completed Audits
7. Improvement initiated..

7. Management Review Phase

Approach

1. Support in developing MR agenda, outcome etc.
2. Provide guidance in developing agenda for leadership to review the effectiveness of IMS in line with ISO requirements.

DELIVERABLES

1. Management Review meeting agenda
2. Management review content / presentation
3. Minutes of the MR meeting
4. Enhanced competence in organizing MR meeting.

8. Certification Phase

Approach

1. Provide guidance on selection of appropriate Certifying Agency
2. Review Adequacy & Compliance Audit visit schedule
3. Identifying and actioning effective corrective actions for the Adequacy and Compliance Certification conducted by Certifying agency
4. Advise in scheduling of future Surveillance audits.

DELIVERABLES

1. Appropriate Certifying Agency shortlisted & selected
2. Proposed Corrective actions for Adequacy audit and Compliance Audit for all the Operating Unites & AFG – Shared Services done.
3. Enhanced competence in managing external audits.

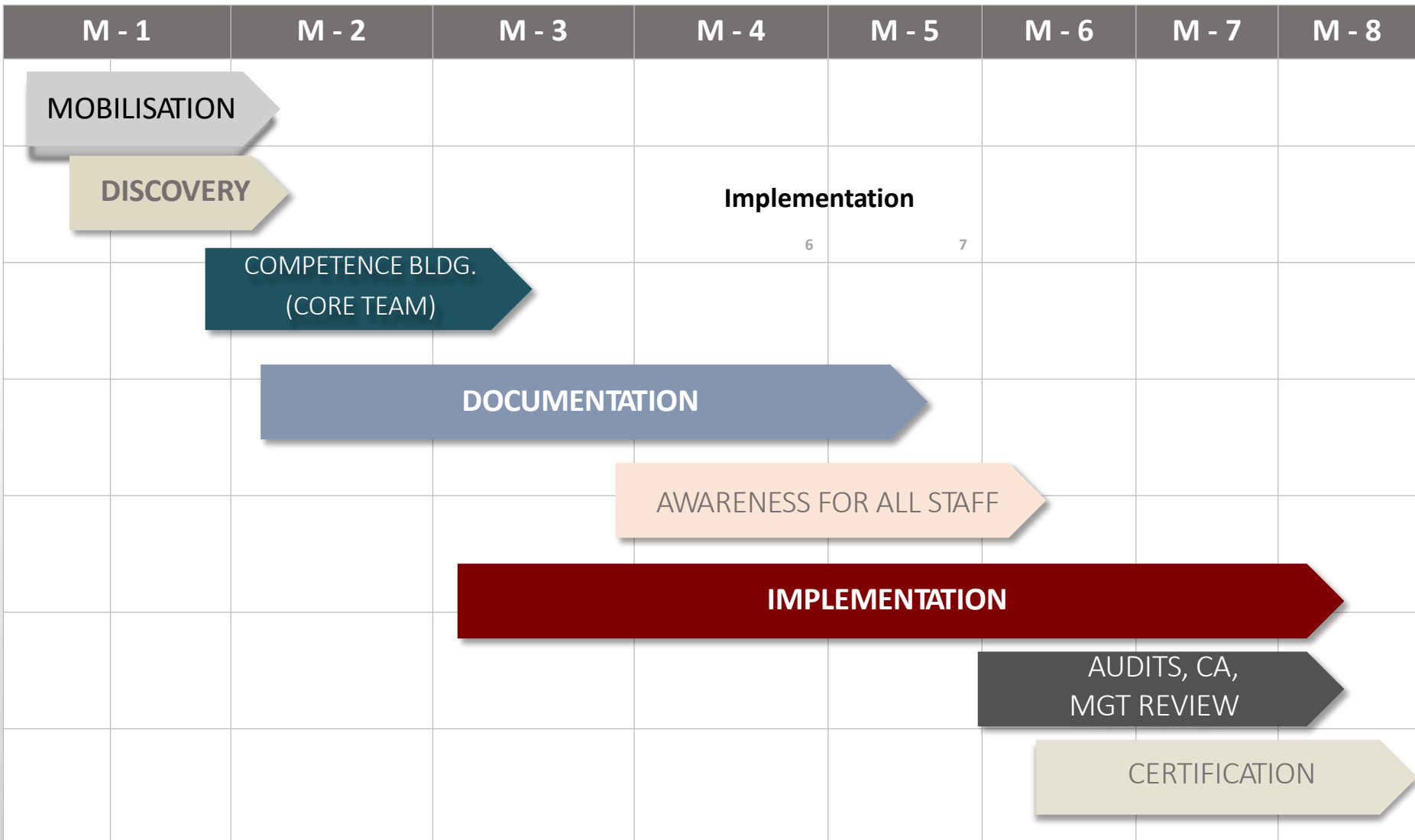
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Timelines



High Level Plan - Proposed

MONTH - 2016



6

List of Things Required from AFG



Collaboration is Key to Success – AFG Responsibilities



Strategic Focus

- Provide leadership and ownership to the project
- Commit time
- Visible involvement of leadership
- Bring in speed with sense of urgency.
- Do not let complacency creep in after few weeks
- Maintain strategic focus. It is easy to get lost at tactical level.
- Report performance to leadership on regular basis
- Review issues & risks and resolve
- Appoint a senior professional / Manager as a representative to work with Consultant(s). Commit at least 65-70% of time for IMS project



Collaboration is Key to Success – AFG Responsibilities



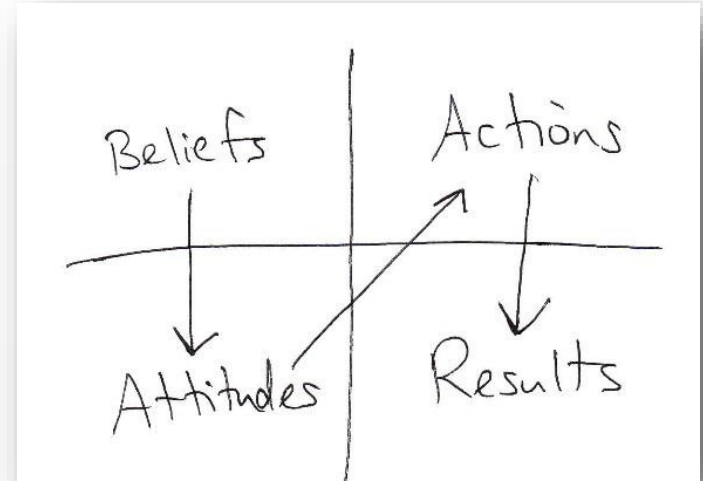
Operational Focus

- Share expertise especially for procedures technical in nature e.g. IT etc.
- Resolve issues affecting processes - inter Deptt.
- Review draft documentation (procedures etc.) – timely manner.
- Provide value add feedback for improvement – collectively once.
- Provide latest approved version of Organisation chart.
- Provide applicable legal and regulatory requirements.
- Get Documentation approved and issue the same.
- Communicate processes & procedures for implementation
- Ensure required data, information, reports etc. are made available.
- Provide Admn. support such as office, connectivity to printers, internet access, schedule meetings etc.

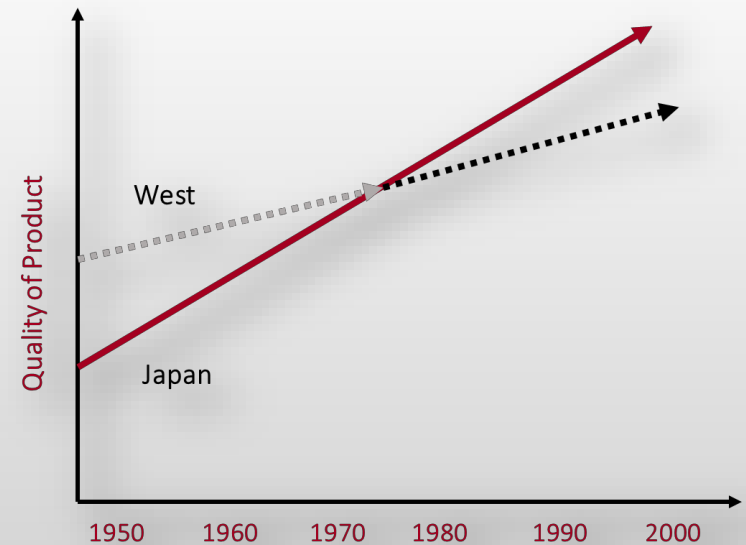


Conclusion

1 True partners in your journey to Excellence



2 Focus on improvement



Rate of Quality Improvement in Automobile Industry,
From "Making Quality Happen" Juran Institute, 1988.

Questions & Answers



Undesirable Consequences of Poor Process Management

Customers receive inconsistent and often inadequate services

Customer dissatisfaction

Ineffective strategy deployment

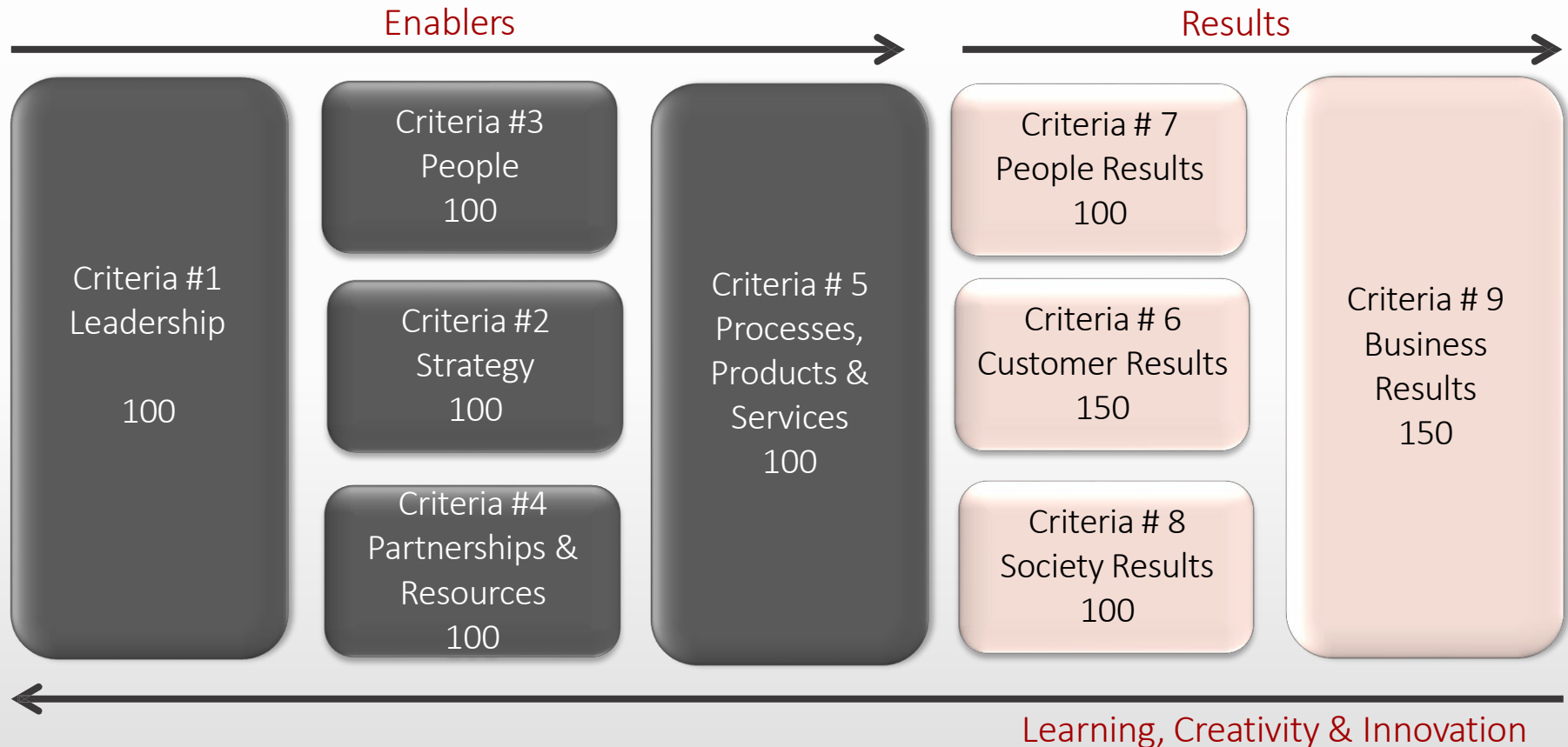
Company's image can get negatively affected;

Staff continually struggle with each other to get the job done;

High cost of poor quality;

Delays, errors....

DQA Model Criteria



24 Sub Criteria, How. 500 points

Total = 1000 points.

8 Sub criteria, What. 500 points