



Benchmarking UAE Style

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by

Zillay Ahmed, ADSSC



Agenda

- Need
- Approach
- Solution
- Timelines
- Process
- Challenges
- Benefits



The Need

- Organizational Excellence
- DQA, SKEA, Government Excellence Awards
- Absence of industry led associations and/or trade bodies
- Lack of regional and/or UAE specific benchmarks



The Approach

- Develop Concept Paper
- Solicit Internal buy-in
- Seek External buy-in
- Kick-off
- Identify areas of improvement
- Prioritize
- Launch



The Solution

- Diverse business segments
- Transparent selection criterion
- Cap on number of partners
- One process, two sessions
- Report back
- Measurement and benchmarking



The Timelines

- Concept paper and methodology – M1
- Internal selling – M2
- External selling – M3 to M5
- Project launch – M6
- Cycle I – 4 processes, 6 months
- Report back – M7



The Process

- Kick-off attended by 12 CEO/GMs'
- Agreement on 3-4 areas of interest
- Formation of Working Teams (WTs)
- 4-parallel WT projects
- Monthly meetings
- Presentation of best-of-the-best process model at Report back by WT



1st UAE Benchmarking Project Steering Group

1. Michael Tomalin, NBAD
2. Ismail Ali A Banna, DNATA
3. Mishal Kanoo, KANOO Group
4. Hamdi Osman, FEDEX
5. Haroon Siddiqui, Emirates Flight Catering
6. Marc Dardenne, Ritz Carlton
7. John Boardman, DUBAL
8. Mohamed Salem AIDhaheri, ADNATCO
9. Saif A. Al Ghafli, FERTIL
10. Jamal Majed Bin Thaniah, Dubai Ports Authority
11. Nasser Al Nowais, Rotana Hotels
12. Nabeel Malik, Citibank



Cycle I Participants

1. National Bank of Abu Dhabi
2. DNATA
3. CITIBANK
4. Ritz Carlton hotel
5. Federal Express
6. Emirates Flight Catering company
7. The KANOO Group
8. Ruwais Fertilizer Industries (FERTIL)
9. ADNATCO
10. Rotana Hotels



Cycle I Processes

- Employee Satisfaction
- Training Needs Analysis
- Measuring Customer Satisfaction
- Managing Customer Diversity



Cycle II Participants

1. National Bank of Abu Dhabi
2. The KANOO Group
3. DNATA
4. Emirates Flight Catering Co.
5. FEDEX
6. ADNATCO
7. DUBAL
8. DUCAB
9. Abu Dhabi Commercial Bank
10. Al Naboodah Engineering Services
11. Dubai Port Authority



Cycle II Processes

- Corporate Social Responsibility
- Strategic Management
- Customer Relationship Management
- Recruitment



Example - CRM

- Strategic issues
- Best Practices
 - Generic
 - Industrial products
 - Consumer products/service
- CRM Index



Strategic Issues

- Understanding markets
- Understanding customer needs / expectations / requirements
- Competitive pricing intelligence
- Product portfolio
- Technology



Best Practices – Generic

- Customer surveys
- Web based connectivity
- Complaints and compliments handling process
- Proactive customer communication
- Customer awards and appreciations
- CRM scorecards / KPIs
- CRM ERP



Best Practices – Industrial

- Service level agreements
- Collaboration Projects
- Training customers
- Frequent customer visits
- Joint planning
- Customer audits
- Selling solution instead of products / services



Best Practices – Consumer

- Call center / contact center
- Help desk
- Customer focus groups
- Customer loyalty programs
- 1-window service
- Estimating life cycle value of customers
- Cross selling



CRM Index - *sample*

- Customer appreciations
- Customer complaint resolution (specified timeline)
- Market share
- **Customer loyalty 20-50%**
- New customers
- **New products 10%**
- Customer visits / calls
- **Customer satisfaction index 10%**
- Reduction in customer attrition



Challenges

- Time management
- Commitment from partners (WT level)
- Coordination and planning
- Organizational buy-in and implementation of new processes
- Internal performance measurement



Benefits

- Knowledge sharing
- Networking
- Standardized processes
- Uniform indicators for benchmarking
- Baseline for future improvement
- No consultancy costs



Thank you

“What we think, we become” - Buddah.