

Slovenian Association for Quality and Excellence

United Arab Emirates Journey Towards Excellence

by

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Life behind the dykes



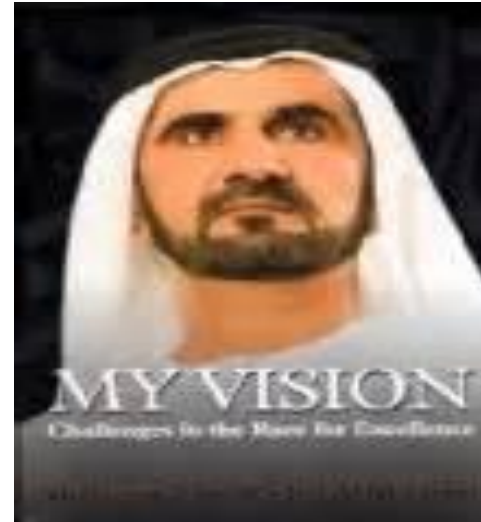
Where are we ??





UAE Vision 2021

“ The Vision aims to make the UAE among the best countries in the world by the Golden Jubilee of the Union”



“ H.H. Sheikh Mohammed bin Rashed Al Maktoum
Prime Minister of UAE & Ruler of Dubai

In 1990s visionary leaders of UAE decided to diversify economy to non oil sectors. Quality movement was “ born” .

Oil & Gas

1. Oil & gas main driver of economy
2. 1990s oil & gas contribution 69 % of GDP.

Service Economy

1. Trade, tourism, financial services, real estate, services, logistics, communication, Government services
2. 2012 - oil & gas contribution 55.4 % of GDP.
3. The non-oil trade has grown by around 28 times from 1981 to 2012.

To enhance competitiveness of UAE & improve quality & customer services, Visionary Rulers instituted a number of strategic and far-reaching macro-level quality and excellence initiatives for all sectors of the economy

Dubai Quality Award launched

ISO Standards gain momentum

Dubai Govt. Excellence Program

Quality movement spreads to other Emirates – Abu Dhabi, Sharjah etc.

Balanced Score Card, Service Excellence, Perf. Dashboard, Stakeholder Engagement strategies gain momentum

UAE SMART Government Services on Mobile.

1994 - 1996

1997 - 2000

2001 - 2004

2005 - 2010

2011 - 2013

Professional Quality Groups (DQG, ASQ) formed

MBA program in Quality Mgt. started

E – Services initiative announced

e-TQM College (Worlds 1st virtual TQM college)

MRM Biz. Awards & Emirates Federal Govt. Excellence Prog. declared

Abu Dhabi Govt. Excellence Prog. launched

American Society for Quality starts MENA office.



جائزة أبوظبي للأداء الحكومي المتميز
ABU DHABI AWARD FOR EXCELLENCE
IN GOVERNMENT PERFORMANCE

Note:
Not all initiatives listed.
Indicative time line.
Not to scale.

Leaders spearheaded adoption of recognition programs and made huge commitment to build capacity

1 2000 + Organizations trained for DQA/DHDA

2 500 + Organizations applied for DQA/DHDA

3 2500 + Assessors trained in EFQM assessment methodology

4 1800 + Retail outlets registered with DSES (Mystery shopping)

5 30 + Mystery Shoppers trained

Quality improvement initiatives have significantly improved the peoples experiences - speed, convenience, reliability, etc.



One Govt. One Tel. No.



Ski in desert



Online Vehicle Registration

Recognizing Excellence



Ruler of Dubai Presenting DQA



Crown Prince of Dubai Presenting DHDA

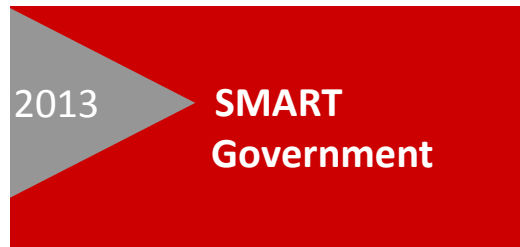


Share Best Practices, 2011

Next wave of Quality improvement is through use of ICT so as to enhance the leading position assumed by the UAE in the field of e-development, and to keep pace with best international practices.



E-Services next wave of quality improvement



All government services to be made available on mobile devices by 2015



7 Star service excellence Program for Govt. Customer Service Centers



Commonly used strategies and frameworks have helped organizations to improve performance

- ✓ **Balanced scorecard**
- ✓ **Business process management including reengineering**
- ✓ **Corporate governance**
- ✓ **Corporate social responsibility (catching on rapidly)**
- ✓ **Customer engagement strategies - complaints management, Customer loyalty/satisfaction, CRM, Mystery shopping**
- ✓ **Employee engagement - Performance management, /satisfaction measurement studies, Employees suggestion scheme**
- ✓ **Enterprise risk management (ISO:31000)**
- ✓ **Financial management standards e.g. International Financial Reporting Standards**
- ✓ **Standards ISO - such as 9001, 14001, 20000, 22000, 10002, 27001**
- ✓ **Kaizen, Lean Six Sigma**
- ✓ **Benchmarking and best practices (At infancy stage.)**
- ✓ **Innovation methodologies**

Journey continues.....

- Major Innovation initiative launched
- Online Benchmarking Members Programme for companies in UAE started by



Innovation Hub: Dh4.5bn expansion for Dubai Media City, Internet City

New projects include 10m sqft for innovation complexes, technology laboratories and smart buildings

By Wam

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His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai. Also seen is Dubai Holding Chairman Mohammed Abdullah Al Gergawi. (Supplied)

Adoption of quality frameworks has led to significant improvements in quality, productivity, customer experience, and improving UAE's competitive ranking in the world.

**Global
Competitive Index**

▶ **37 (2009) to 12 (2014).**

**Human
Development Index**

▶ **62 (1971) to 30 (2011).**

**Mobile
Phone Penetration**

▶ **2 per 100 (1990) to 154 (2012).**

**Happiness
index**

▶ **14th out of 156 nations**

Although challenges remain, there is optimism and passion for quality, and the journey toward excellence continues.

1

Thought leadership in the quality domain

2

Business leaders make quality a top priority

3

Sharing data/ benchmarks within industry

4

Use of advance quality tools

5

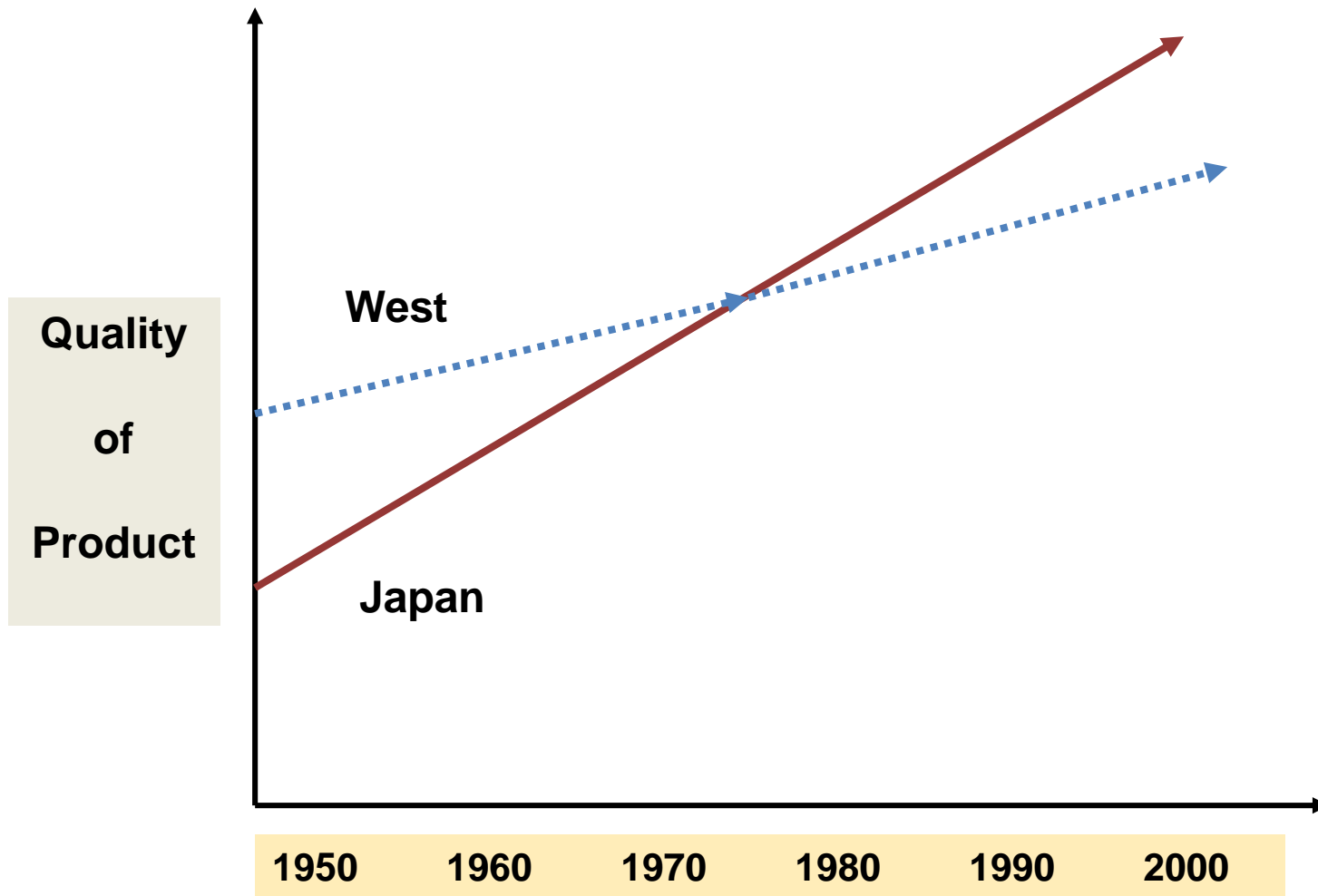
Applying Quality to address UN's MDG

6

Measure impact of quality on performance

7

Quality in design



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



Rate of improvement is
decisive

Key Messages

1

Leadership is absolutely essential to Quality

2

Respect people & help them to succeed

3

Investment in Quality is not a cost

4

Share best practices

5

Increase rate of improvement

6

Continue to add value to customers



Its all about people.

"Woods are lovely dark and
deep and I have miles to go
before I sleep" Dr. Robert
Frost.

Thank you.

Q & A



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