



SUCCESS STORY

BUSINESS TOURISM SECTOR

ABU DHABI NATIONAL

EXHIBITIONS COMPANY - ADNEC



THE JOURNEY TOWARDS EXCELLENCE...

“ ...there is a continual improvement loop, feeding back the learning from the results achieved and using creativity and innovation to drive increased value for all the stakeholders. ”

IGNITING THE PASSION FOR SUCCESS

EFQM is a network of remarkable and like-minded organisations who share a common vision of Excellence, as a continuous Journey together.

Through each Success Booklet, EFQM brings to you inspiring stories of people and companies who have successfully deployed the Model and experienced its many benefits. Here we take a closer look at how they did it ...

EFQM ENABLES YOU TO CONNECT, LEARN, ACT, ACHIEVE, SUCCEED

The EFQM Excellence Model provides organisations with a platform and common language to share their experiences and learn from others. The desire to share, learn and innovate is what drives our economies forward. A derived observation is the fact that what was considered "best practice" yesterday rapidly enters the mainstream and becomes common practice today. To stay ahead, organisations need to adapt faster than ever.

Introducing a proven practice from one sector to another is one way to achieve this...

BUSINESS TOURISM SECTOR

THE STORY OF ABU DHABI NATIONAL EXHIBITIONS COMPANY - ADNEC



H.E. Noura Al Kaabi, Chairwoman and Humaid Al Dhaheri the Group Chief Executive Officer during the opening of the ADNEC Innovation Lab (November 2016)

PLEASE PROVIDE A BRIEF SUMMARY OF YOUR BUSINESS

ADNEC is a public joint stock company owned by the Government of Abu Dhabi. The company was established as per Law No. 18 of 2005.

ADNEC UAE includes Abu Dhabi National Exhibitions Centre and Al Ain Convention Centre.

ADNEC's core business is staging international exhibitions and conferences. We also host corporate meetings and special events.

ADNEC contributes to the Emirate achieving its long term goals of economic growth and diversification through hosting a series of world class exhibitions, conventions and events which assist business tourism and generate non-oil related economic impact.

WHEN DID YOU START USING THE MODEL?

ADNEC started its excellence journey in 2011 when we participated for the first time in the Abu Dhabi excellence award "Sheikh Khalifa Excellence Award" (SKEA) and won the golden category. Then the Abu Dhabi Government excellence award model got stronger and more mature.

Since 2012, ADNEC started to use the EFQM model as part of its participation in the Abu Dhabi

Excellence Award program cycle of 2012/2013. That was our first government excellence award participation which was followed up by the 2015 and 2017 cycles respectively.

The EFQM model linked business areas in a cause and effect relationship, it focused on a balanced way on results. The model is credible, renowned and easily benchmarked which was a key factor in the decision to adopt it for business growth and excellence.

The model has been used since 2013 as a vehicle for performance improvement and the achievement of corporate objectives. Through developing robust approaches, processes and policies to excellent and efficient execution and ending up with reviewing and learning, the EFQM excellence model provided ADNEC with clear guidelines, tools, principles and techniques.

WHY EXCELLENCE? CULTURE

- To institutionalize the culture of excellence within the company
- Our participation is optional
- Excellence is not a job, it is a description of each job.



RECOGNITION

- We participated in international excellence programs (R4E) Recognized for Excellence and we got a score of 450-500, and developed all of our systems in accordance with international best practice.

LEARNING

- Excellence is a journey and never ending process
- Though we believe we can win, winning is not our objective, we aim to learn, drive customer happiness and continuously enhance performance
- Excellence is a strategic tool to continuously enhance effectiveness and efficiency
- Excellence is a strategic tool to improve our results
- ADNEC looks forward to receiving the assessors feedback report to drive its continuous improvement efforts.
- Our staff are encouraged to positively engage in the assessment process and to be fully transparent to ensure the accuracy and the value of the assessors feedback report

HOW DID YOU GET STARTED?

We started this journey by forming internal teams: we created a team for each chapter of the model. We sent people to attend specific excellence training related to EFQM. Luckily, we were able to certify more than 50 of our staff as certified EFQM assessors. They learned the principles of EFQM assessment based on the RADAR methodology.

We then supported this by creating an internal business unit responsible for managing excellence at ADNEC. This unit works in collaboration with all our business units and is responsible for excellence education, awareness and adoption. The team consists of 2 staff members.

Additionally, ADNEC enhanced its knowledge

and learning of Excellence through contracting excellence experts or consultants at certain periods of time.

HOW DID YOUR JOURNEY CONTINUE?

Our first success was when we won the golden category as part of our SKEA participation in 2011. The second milestone was when we got a score of 369 as part of ADEAP 2015 version and we were ranked 9th out of 54 participants.

In 2017, we got our 4 star EFQM certification, demonstrating leadership commitment and support to this journey. This achievement was the perfect reward for the team's efforts during the past few years especially since 2015.

We are currently participating in the 2017 ADAEP cycle, the assessment will take place early October while results will be announced mid December 2017.

To ensure successful deployment we:

- Conducted an awareness session
- We provided specific training
- We conducted gap analysis and identified areas for improvements
- We then developed detailed action plans
- We established approaches and processes to help execution and follow-up
- We adopted a regular mechanism for monitoring and review

WHAT VALUE DID IMPLEMENTING THE MODEL BRING TO YOUR COMPANY?

The culture of excellence has been adopted across ADNEC's units, services, products and staff. We are a more customer focused organisation at the moment. We apply the concepts of positive forward thinking more than a negative reactive approach. We put the customer's needs at the heart of what we do and try to exceed their expectations.

WHAT DISTINGUISHES YOU ?

- We grew from 15,000 sqm in 2005 to 133,000 sqm in 2012
- Our events increased from 14 in 2005 to 480 in 2016
- Our economic impact grew from AED 50 million in 2005 to AED 3 Billion in 2016.
- We are the first venue in the MICE sector in MENA region to win the EFQM certification “4 Star” Recognized for Excellence (450-500)
- 31% of our staff are EFQM certified assessors including all of our leadership team
- We are the first venue in MICE sector in MENA region to launch its sustainability report according to GRI Global Reporting Initiative principles
- We are the first venue in MICE sector in MENA region to launch an Innovation Lab and the first to get an international innovation attestation for Innovation Management (CEN/TS 16555-1:2013).

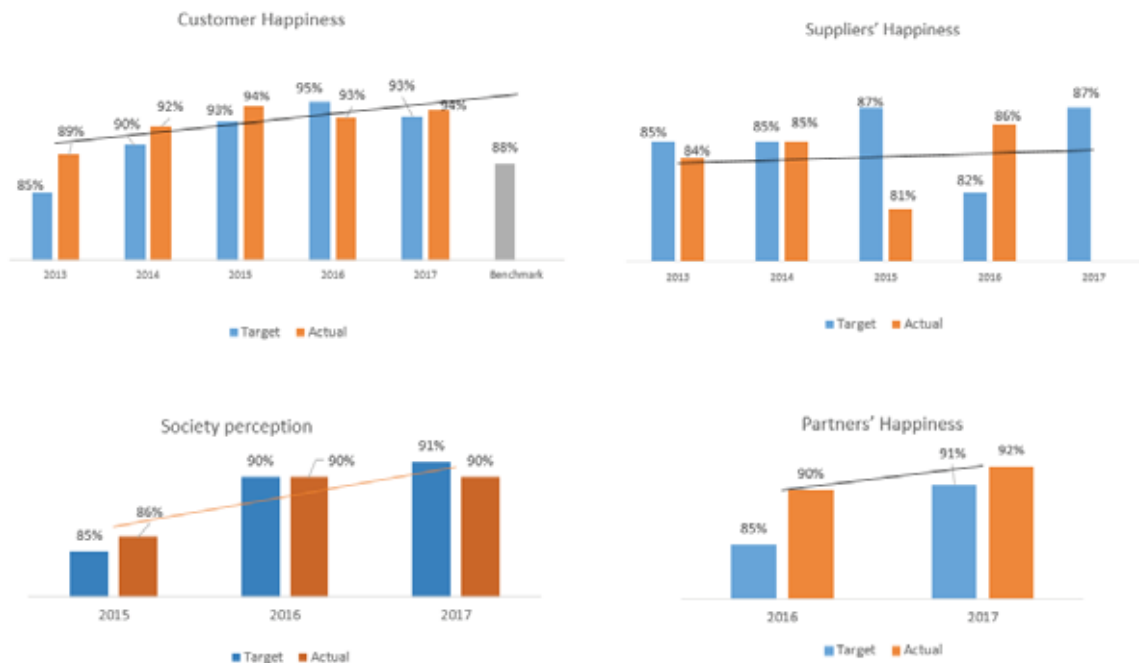
Due to the adoption of the excellence principles, we are more educated and knowledgeable about the new of key trends like customer happiness; innovation; forward thinking; proactive approach; customer voice and continuous improvement. The number of implemented suggestions increased and thanks to our internal scheme “My Idea” the number of ideas exponentially increased. Staff are now encouraged to utilise internal platforms for sharing ideas and adding value to the organisational performance.

We are a more flexible organisation now and value the customer experience more.

WHICH ASPECTS OF THE MODEL IMPLEMENTATION ARE YOU PARTICULARLY PROUD OF? WHAT ASPECTS OF THE IMPLEMENTATION WERE CHALLENGING?

We are proud of implementing the models requirements in the following areas: People, Strategy, Innovation and Future foresight.

Can you provide some results or tangible evidences of this value/change after a few years?





AS A RESULT OF IMPLEMENTING THE MODEL, HAVE YOU BEEN ABLE TO IDENTIFY IMPROVEMENTS?

We have been able to identify improvements in the following areas:

- Society results
- Expenditure
- Revenue



WHAT DO YOU THINK ARE THE KEY BENEFITS OF IMPLEMENTING THE EFQM PHILOSOPHY?

Using the EFQM philosophy has brought us the following benefits:

- Enhancement of corporate performance
- Better engagement of stakeholders
- More motivated staff
- Happier customers



WANT TO KNOW MORE ABOUT ADNEC?

Send your questions and enquiries to EFQM and we will make sure to get an answer for you. You can contact us at:

- info@efqm.org
- +32 2 775 3514



Derar Al Manaseer,
Strategy Management & Excellence
Director
ADNEC

EFQM

Avenue des Olympiades 2
1140 Brussels, Belgium
Tel +32 (2) 775 35 10
Fax +32 (2) 775 35 35
www.efqm.org



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