



SUCCESS STORY TELECOMMUNICATION SECTOR

OOREDOO



EFQM[®]
Leading Excellence



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...

TELECOMMUNICATION SECTOR

THE STORY OF OOREDOO



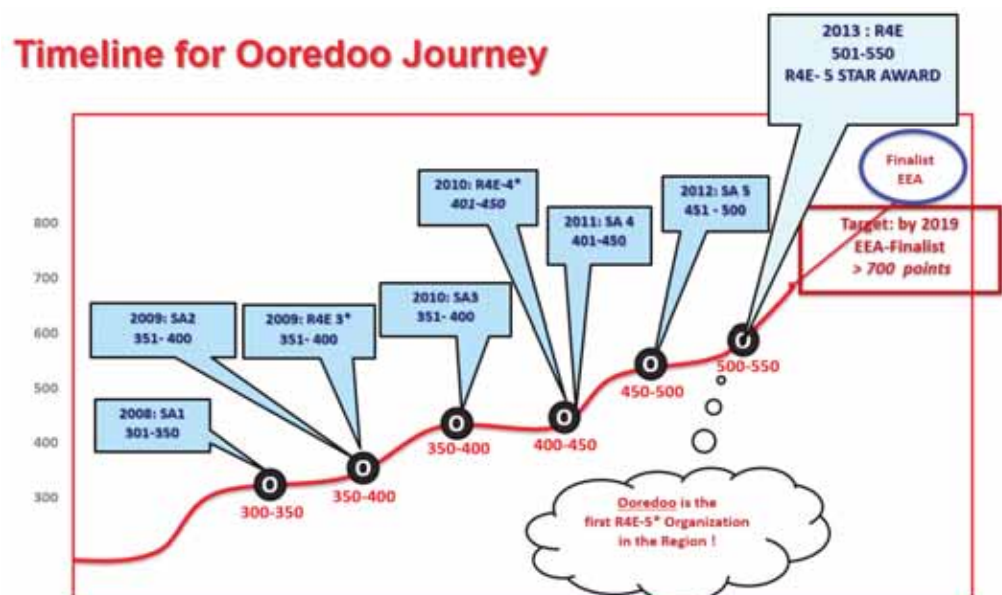
BRIEF SUMMARY

Ooredoo is a leading international communications company with a total consolidated customer base of more than 100 million across the Middle East, North Africa and Southeast Asia.

In Qatar, we are the leading communications company, delivering world-class services for consumers, businesses, residences and organisations, with more than 1300 direct hired employees across 9 different locations.

We're focused on building our Super network to make Qatar one of the best-connected countries in the world.

WHEN DID YOU START USING THE MODEL?



WHAT WAS OOREDOO AIMING AT ACHIEVING BY CHOOSING EFQM?

- Ooredoo aimed to achieve its commitment to organisational Excellence and 2020 vision
- By 2008, Ooredoo's strategy included 3 strategic themes as below

THE PILLARS & THEMES SUPPORTING OUR STRATEGY



EFQM Assessment was one part of the Organisational Excellence theme.

HOW DID OOREDOO GET STARTED?

Following internal discussions within Ooredoo in 2006/2007, the Senior Management Team agreed a program of organisational self-assessment for Ooredoo, starting with an externally facilitated and supported self-assessment process covering Ooredoo as a whole. Following external training and advice, it was agreed that the self-assessment should be based upon the highly respected and extensively used European Foundation for Quality Management (EFQM) Excellence Model© and linked assessment tool RADAR®.

WHAT WERE OOREDOO'S FIRST STEPS?

<p>Formation of Assessor Team</p> <p>Training/Workshops, Plan-out the Assessment and Assignment of Tasks</p>
<p>Data Collection</p> <p>Gathered data/Information</p>
<p>Conduct Assessment</p> <p>Interviews conducted - additional data collected, Data/information are analysed and assessed using the self-assessment PROFORMA and consensus are reached</p>
<p>Strength/AFIs</p> <p>The outputs are reviewed strengths and key improvement opportunities are identified</p>
<p>Compile and Finalise Reports</p> <p>Summarise Strengths, AFIs and Recommendations</p>
<p>Review</p> <p>Achievements, good practice and learning are captured from the self-assessment</p>

HOW DID OOREDOO OVERCOME CHALLENGES?



Leadership, Teamwork & Collaboration...



HOW DID YOUR JOURNEY CONTINUE?

Ooredoo follows the below approach in implementing the EFQM model across the organisation:

- Build a structured approach in a small number of specific chosen areas of activity with direct importance to the identified challenged areas/functions
- Develop a performance culture to ensure and support the employee in line to deliver the transformational change required
- Ensure that the employees, which are in charge to deliver the transformational change required, have the following:
 - o The required capability
 - o The required data and measurement systems
 - o Able to feedback on opportunities and problems they encounter

WHAT VALUE DID IMPLEMENTING THE MODEL BRING TO YOUR COMPANY? WHAT CHANGED? PLEASE PROVIDE SOME TANGIBLE EXAMPLES AND FIGURES IF NEEDED.

Trend in the score after implementing the EFQM Model

	<i>2007-2008</i>	<i>2013</i>
Leadership	21-30	51-60
Policy & Strategy	21-30	51-60
People	21-30	51-60
Partnership & Resources	21-30	41-50
Processes	31-40	51-60
Customer Results	41-50	51-60
People Results	21-30	41-50
Society Results	0-10	51-60
Key Performance Results	31-40	61-70 (Business Results)

One of the tangible example of improvement due to the implementation of EFQM Model is the implementation of the Health, Safety and Environmental Management System at Ooredoo by 2013. This was based on the findings highlighted during both EFQM internal and external assessments (Criteria 8 Society Results).

As of today, we have a dedicated HSE department with a large number of HSE inspectors. HSE policy, objectives and procedures are implemented and monitored periodically. HSE awareness sessions are provided to the employees, contractors and suppliers to ensure that they follow Ooredoo's HSE policy and regulations.

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

Ooredoo is proud of the implementation of the "Adding Value for Customers" Excellence Fundamental concept. Ooredoo Q leaders have developed a vision and strategy with a strong focus on customers looking to add value to the needs of their customers, with creative business opportunities for each market segment, like the MNP, 4G, and Mobile Money and by offering Cloud services. Customer orientation has been embedded within the DNA of Ooredoo Q's people.

Call Centre staff received extended empowerment to handle customer complaints and to offer solutions which has increased customer satisfaction. In return, Ooredoo Q customers are loyal: both loyalty programs Nojoom and Al Nokhba are highly successful in creating customer satisfaction and retaining customers.

The challenge however, is the Qatar B2B telecom market, which becomes strongly demanding with a need for new specific B2B related services in the future. Competition will increase with new players: B2B telecom will become the battle field in Qatar. Strong Key Account Management is needed to provide dedicated support for each of the key customers within these categories. This includes an intense customer relationship at each of the different decision levels to anticipate future needs of those B2B key customers.

High-value customers, both postpaid and mobile broadband, need a focused approach. Differentiation through customer experiences is necessary to increase the position of Ooredoo Q in this demanding segment.

The "Customer Touch Point" concept has been implemented, however, to increase the value for mass-market customers it might be considered to develop and implement specific performance indicators for each of the "touch points" to monitor and improve the satisfaction level over the entire value chain.

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

Two of the relevant benefits of the EFQM Model:

1. It provides an internationally recognised framework and assessment/scoring system
 2. The framework covers all the aspects of the business, in a holistic and integrated way.
- Drive the company's strategy
 - Focus on the important initiatives
 - Determine how good are we
 - Decide where should we focus next

WANT TO KNOW MORE ABOUT OOREDOO?

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

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