

# The Intelligent

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# SME

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# Quality compliance with ISO 9001:2008

Quality at a competitive cost can be achieved only through an effective process-based quality management system, writes **Dr. Sameer Kumar**.

When something goes wrong, managers or society in general, choose someone to blame, rather than analysing and correcting the flaws in the systems that are in place.

Famous American statistician Dr. Edward Deming, in the course of his research, developed the System of Profound Knowledge, which is used by companies worldwide. He advocated that employees should work within a system, while the leadership in an organisation should continuously work on the system, making changes when required. This approach would help one understand a system of procedures better, giving a magnified view of what processes result in failure or success.

The primary purpose of any organisation's system is to result in outcomes namely, the satisfaction of the customer. To do this, the organisation must first understand the needs of the customer base it seeks to serve. These needs are reflected in the system requirements of an organisation. By fulfilling these requirements, an organisation's processes are able to churn out results that reflect its primary goal. However, customer needs change with time, and so, continual improvements have to be made to any management system.

Successful organisations extend the processes in their systems to include prompt receipt of cash, so it can be reinvested. It is also important to drive a process-based quality management system (QMS) with requirements from customers, inputs

from leaders of an organisation, law makers and regulators.

### Process-based QMS

A process-based QMS is that part of an organisation's overall management system that focuses on the achievement of results in relation to quality objectives to satisfy the needs and expectations of the customer. The needs and expectations can be stated or implied.

All processes are mapped, documented and followed with a philosophy of consistency, of being right the first time and every time. In short, this approach enables an organisation to lead and operate its departments successfully in a systematic and visible manner.

### QMS and ISO 9001:2008

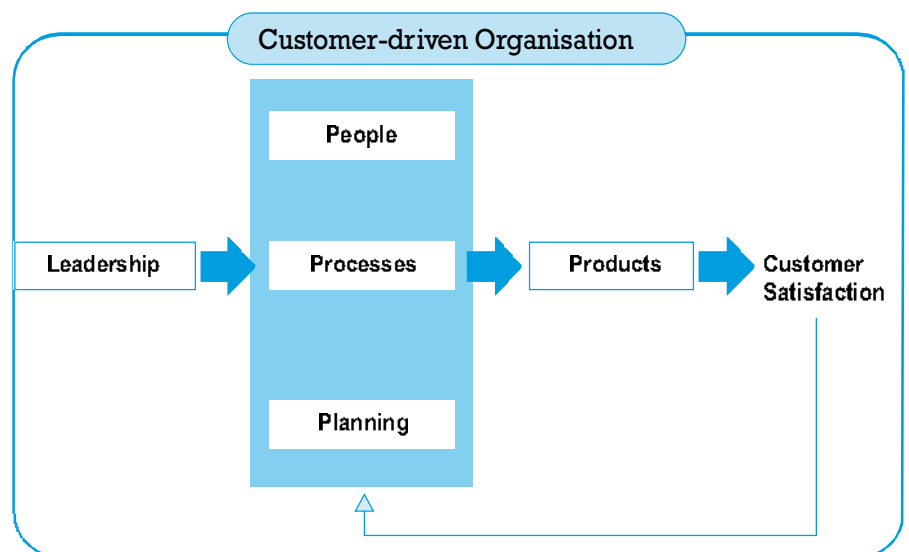
A process-based quality management system is the foremost

requirement of ISO 9001:2008 implementation in any organisation. It enables an organisation to cater to the needs of internal and external stakeholders. This well-planned system facilitates planning and allocation of scarce resources, and strengthens the overall effectiveness of an organisation. It also enables international recognition through certification. A well-thought out QMS gives a better sense of ownership, and in turn, empowers the workforce.

### Process mapping main tasks

While understanding the benefits of a QMS, it would be pertinent to know how to begin planning a system. Business process mapping encompasses a set of tasks that aid in developing a system of procedures.

The first step involves identifying key processes that go into delivering





results. Once identified, the next step entails analysing and defining each process after which these processes have to be designed and

### Process-based QMS & ISO 9001:2008

- Process-based QMS is the foremost requirement of ISO 9001:2008 implementation in any organisation and benefits in following way:
- Assists organisation in enhancing satisfaction of the stakeholders (internal and external customers)
- Facilitates organisation in planning and allocation of scarce resources
- Provide basis for evaluation of overall effectiveness of an organisation
- Enables an organisation to identify its strengths and weaknesses
- Provision for evaluation of its performance
- Provides a platform for continual improvement
- Enables external recognition through certification
- Stronger sense of ownership
- More empowered workforce
- Improved quality of work life and enjoyment of work (more engaged)
- Less wastage of resources
- More recognition
- Better use of expertise.

validated. It is a good gesture on the part of a leadership to involve the process team while commencing on this step. Next, these processes are thoroughly evaluated to identify improvements to ensure efficient systems.

### Need for process-based QMS

An organisation's competitiveness and future depends upon the performance of its system and how efficiently that system converts customers' needs into opportunities with a focus on customer satisfaction.

An organisation must never stop designing and planning its system, as this translates evolving customer needs into product and process. A well-charted system also enables employees to quickly understand requirements of their processes, giving them the know-how of how better to serve their internal and external customers. Of course, it is understood that selecting a candidate with required attributes comes first, and the system also provides information on this aspect.

Process-based systems further enable employees to see how their processes satisfy customers. It is paramount to reinforce the importance of focusing on the customer instead of process over departmental loyalty. Employees should see how their system can deliver value faster and prevent losses, which is the key to job security and career progression.

Once employees understand their system, they can use it to improve its performance by

removing elements that cause things to go wrong and thereby eliminate wastage of resources. A great system gives an employee the opportunity of foreseeing what might go wrong and fix the problem before it happens.

Processes can sometimes go terribly wrong or long with too many unnecessary procedures involved. A well-documented system eliminates these unnecessary steps so that an organisation can deliver value faster.

There are many important questions a business owner needs to ask oneself. Right now, do colleagues know what their system has done for them lately? Do they appreciate their system? Or do they separate themselves from their system by referring to it as company procedures? Do they see their system beyond the few procedures essential for their job? Make it clear who is in charge of your system and who is in charge of its development project. It could be the same person.



**Dr. Sameer Kumar, CEO, Universal Consulting FZE, is a quality professional with an experience of working in more than seven countries. He has provided consultation and training to more than 400 clients in the UAE, UK, Thailand, Singapore, Hong Kong and India. He has completed his MBA, PhD and is a Six Sigma champion by qualification and lead auditor of ISO 9001, ISO 14001 and OHSAS 18001. E-mail: ceo@ucfglobal.com.**

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# QUALITY IS "PARAMOUNT"



*Shantanu Phansalkar, CEO, SPI Publishing, speaks with attendees of the "Quality is Paramount" seminar held at Media Rotana, Tecom.*



*Kannan Nayar, Procurement Manager, New Concept, and Hassan Mosafer, Commercial Director, Dubai World Trade Centre, at the seminar on ISO accreditation held at Media Rotana, Tecom.*



*Dr. Sameer Kumar, CEO, Universal Consulting FZC, speaks the 'Quality is Paramount' ISO accreditation seminar, held recently at Media Rotana.*



*Dr. Sameer Kumar, CEO, Universal Consulting FZC, being introduced at the 'Quality is Paramount' ISO accreditation seminar, held recently at Media Rotana.*

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