

## **PREFACE**

### **UMB - A CREDIBLE SYSTEM FOR ENGAGING BUSINESS MANAGEMENT**

UMB a leading Management Solutions institute established in 1997 with the objective of offering management expertise and management systems registrations in the Middle East. UMB is specialized in management system certification, training and business Management solutions.

Our international partnership with the leading associations in the world expands our scope of professional services to cover the requirements of our clients in the Middle East.

UMB is fully equipped and readily available to help its customer's better compete in the ever-changing business environment. Competing in the Middle East and Africa business environment is a growing challenge as business management faces many old problems but in the information age it faces many new as well as many evolving problems. The business environment has not always been transparent or competitive. Many companies start as family companies or as government spin-offs. In fact many of these organizations continue to be managed as governmental agencies. In addition, many managers come from relationship background and have not had proper management training. Management survival has mainly depended on meeting personal needs and expectations. Hence, the managers tend to fall back on the intuitive skills they have matured with and surround themselves with people that do the same.

UMB offers a wide range of training programs in leadership, technical, and quality management. UMB also engages its customers in working through their ever-changing business management challenges. It offers a proven consultancy and a wide ranging support in business solutions through a business management system to equip its customers to better compete and to be more successful in delivering value added to their customers, shareholders and employees. In addition it offers process management and business process reengineering consultancy and implementation to improve business performance and to better deal with changes and uncertainties.

UMB prepares managers to lead change and to manage through major cultural changes in their organizations. UMB prides itself in the diversity of its client base and continues to engage a many of them in multiple industries. UMB's customers are in telecommunications, education, medical, agriculture, transportation, financial, retail, food, chemical, utilities, and other governmental and service industries.

UMB presence and coverage include the broad area of the Middle East and Africa. We have a network of consultants, strategically selected partners, and a convenient set of offices in selected locations to make us easily accessible and to effectively engage our customers. UMB offers its customers a wide set of tailored and general training programs and engages with its customers in diverse consultancy programs to help them better compete in the new and fast-changing business environment.

## **Management and Quality Training**

UMB provides training in various management subjects. Training is delivered as:

- Public Training – available to different organizations/companies/people
- In-house Training – available to groups or organizations with specialized training
- Customized training – to address special organization’s needs and requirements

Our pool of expertise is an excellent combination of management and training professionals to cover:

- Business Process Re-engineering
- Management and Leadership, and Human Resources
  - o General Management
  - o Leadership
  - o Leading Change
  - o Organizational Behavior
  - o Culture Change Management
  - o Conflict Management
  - o Change management
  - o Human resources
  - o Communication
  - o Business Planning
  - o Managing Small & Medium Business
  
- CE MARK
- Conformity Assessment
- Technical Barriers to Trade
  
- Operational
  - o Customer Vision
  - o Strategic Planning
  - o Marketing and Sales
  - o Telemarketing
  - o E-commerce
  - o Customer care
  - o Supply Chain
  - o Occupational health and Safety Management
  - o Environmental Management
  - o Project Planning
  - o Project Management
  - o Design and Engineering
  - o Configuration Management
  - o Project Implementation
  - o Operations
  - o Maintenance
  - o After-sales Support
  - o Change Management
- Quality and Standards
  - o Customer Satisfaction
  - o Quality Management
  - o Six Sigma

- Balanced Score Card
- Statistical Process Control
- IT Security Management
- Kaizan
- Educational Systems

In addition, UMB is associated with the CSA Training Center to provide internationally recognized professional trainings in the field of Quality, Environment, OH&S, HACCP, etc. The training courses are recognized and approved by IATCA & ANSI-RAB.

### **Business Solutions and Business Management Consultancy**

UMB experts and professionals provide business solutions to companies in the Middle East that are willing to enhance and develop their business and improve its productivity.

Our long term and extensive relation with various companies and industries in North America, Middle East ad Europe enhanced our ability to provide business solutions in the following fields:

- Business Management
- Business Setup and Establishment
- Feasibility Studies
- Business Devolvement
- Business Planning
- Business Structures
- Organizational Setup
- Strategic Planning
- Leadership
- Leading Change
- Culture Change Management
- Change Management
  
- Business and Process Re-Engineering
- Process Improvement Management
- Efficiency Improvement
- Benchmarking
  
- IT Solutions
  
- Program and Project Management
  
- Establishment of Educational Systems
  
- Specialized Business Support and Efficiency Management e.g., Telecommunications
  - Business Planning, Setup and Management
  - Customer Care Management
  - Revenue Assurance
  - Operations and Maintenance Improvement
  - Organizational Effectiveness
  - Operations and Operations Support Systems Improvements
  - Agriculture System Management

- Agreement Processes (could be OPERATIONS PROCESSES)
  - Acquisition
  - Supply
- Enterprise Processes (MANAGEMENT PROCESS)
  - Enterprise Environment Management
  - Investment Management
  - System Life Cycle Processes Management (CONTINUOUS IMPROVEMENT PROCESS)
  - Resource Management
  - Quality Management
- Project Processes (SUPPORT PROCESSES)
  - Project Planning
  - Project Assessment
  - Project Control
  - Decision Making
  - Risk Management
  - Configuration Management
  - Information Management
- Technical Processes (OPERATIONS PROCESSES)
  - Stakeholder Requirements Definition
  - Requirements Analysis
  - Architectural Design
  - Implementation
  - Integration
  - Verification (Testing Against Architecture)
  - Transition
  - Validation
  - Operation
  - Maintenance
  - Disposal

Our Business Consultants are always available to assess its customer needs and requirements and would be pleased to offer its customers the service that best suites your company at the optimum cost.

## **I. Business Process Reengineering**

UMB has its consultants ready for an in-depth training on corporations' Business Process Reengineering. Our specialized consultants are also readily available for on-management support consultancy while the organization assesses the need for, and goes through, process reengineering.

Companies are experiencing major challenges that require process reengineering and improvements. It is important to note that our teams will work with the organizations to develop their objectives. UMB reiterates that any company's objectives are internal, well defined, and precise, and are to create stakeholders' value (e.g., profits, growth, productivity, and social value). The company objectives must be translated internally into Company Values for its stakeholders and must be translated externally into a Value Proposition for the Customers. The customer needs (requirements) are frequently evolving external factors. Our experts will work with the customers to outline how to achieve Customer Satisfaction; by developing a value proposition covers customer needs. Needless to say that we keep in mind that organizational success is reached based on customer satisfaction, and on stakeholders (management, employees, shareholders) satisfaction (financial, social, etc.) through achieving organization's objectives.

UMB and its experts will highlight the fact that the adaptability of a corporation to customer needs is achieved through continuously adapting the company's products and services (and the associated objectives) to the changing client needs, by delivering value added "products and services" and by addressing the needs and requirements of the set of clients. Our experts will work with our clients to distinguish between process improvements and Business Process Re-engineering. Typical improvement objectives are dealt with as Quality Improvement while aggressive objectives are dealt with Re-engineering. UMB's team of experts will highlight the need of the Executive Champion and how to integrate the efforts with the management approach. They will also highlight the impact of culture on the effort and where it stands as part of reengineering.

As part of consultancy, UMB's experts will work with the customers to create a sense of urgency, create the guiding coalition, develop a vision and strategy, and communicate the change vision. They will also work with the customers to empower a broad-based action, generate short-term wins, consolidate gains and produce more change, and anchor new approaches in the culture.

## **II. UMB Management System - Management, Engagement, and Leadership**

UMB is proud to get engaged in training and consulting in the areas of management, engagement, and leadership. Our experienced experts are available to train the different managers and leaders on how to manage the changing environments and how to deal with the universal concepts of management.

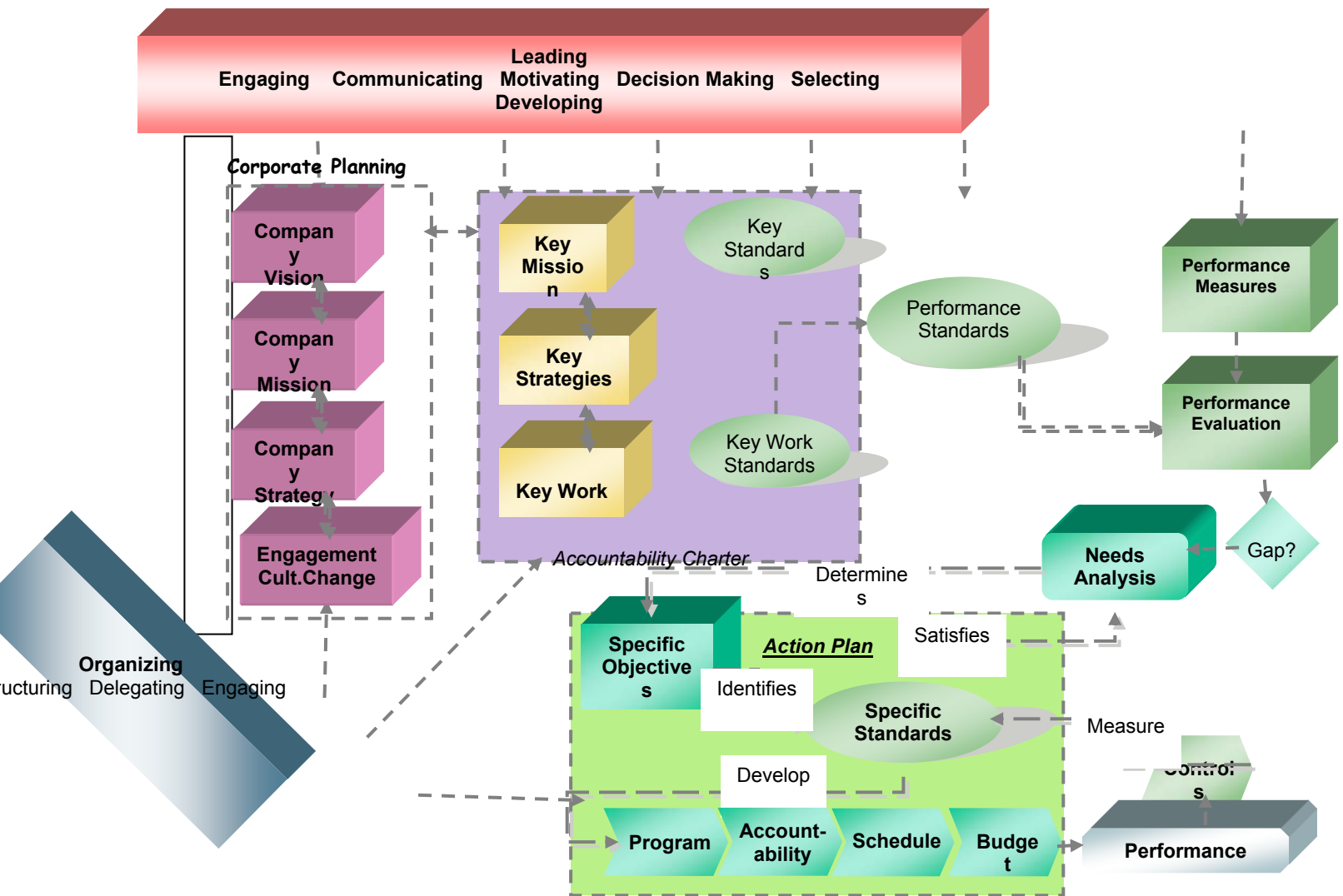
The experts at UMB will help our clients understand the impact of the fast-changing business environment and how it requires more competitiveness and transparency. They will also work with the clients on understanding strengths and weaknesses as many managers have strong historical relationships and influence over people in the organizations but lack fundamental management skills. They will help the managers realize whether they spend more energy on relationships and technical side of their jobs than they should to be successful.

UMB's training (and its experts) will help the managers appreciate the changes in the info age, and how business management continues to face some of the same old problems as well as many new ones. They will work with organizations where many managers may have come from relationship background and have not had proper management training. IN that environment, survival in the organization has depended on meeting personal needs and expectations. Hence, managers tend to fall back on skills they have learned to like and have surrounded themselves with people that do the same.

The consultants at UMB will be available for on-site consultancy to our customers to help them realize some of the problems their organizations and people may have and how work to try to prevent them. They will guide our customers in coming closer to narrowing the Management Gap by getting engaged and by engaging others, and by providing access to a powerful set of management skills (and tools). They will help them with a set of tools and skills to survive the fast-changing business environment and prepare the managers for potentially "Lead a Change". They will work with the managers to understand cultural changes and their impact on the success or lack thereof of the change or reengineering.

At the end of the training (and as part of our consultancy) UMB's experts will engage the managers in applying theory, follow-up through application to their organizations. They will help the managers appreciate how to integrate management, technical, and people skills and functions into processes (an integrated systems' approach)

Working with the clients during the Management System training and/or consultancy UMB's professionals/experts will guide the managers through the principles of management and leadership. They will help the managers with Planning, Organizing, Leading, and, Controlling for the corporation and its organizations.



### **III. Integrated Management Systems Consultancy**

#### **Objectives of the Effort:**

The efforts aims at the design and implementation of a particular Integrated Management System (IMS) is influenced by varying needs, particular objectives, the products provided, the processes employed and the size and the structure of the organization. The IMS will integrate quality, business processes, business improvements, information system, and project requirements to complete (Build and Operate) the project and achieve business objectives.

The objectives are:

- Introduce and develop a suitable Integrated Management system
- Meet customer (and Project) expectations
- Improve practices on-going
- Reduce waste of materials, time, and cost
- Streamline the processes and support the post project activities
- Train the teams for on-going and post project IMS activities
- Combine Quality, Environment, Occupational, Health, and Safety Management Systems, audits, Certification, and Information Technology and Systems

The objective of the effort is to make any Project a success. This will be accomplished by making sure we reach the following objectives:

- Design and manage the development, implementation, update, and institutionalization of an integrated management system that encapsulates the objectives of the project into the day-to-day efforts, procedures, decisions, teamwork, data management, and safety and health of the project team, the project area, and the surrounding town and cities. – Make it a success
- Work with the project teams to integrate the management and quality systems into the different efforts of the different partner's and project teams.
- Control the results of the projects and report on them on a regular basis
- The results will include but will not be limited to:
  - Processes and Procedures
  - Owners
  - Inputs and Outputs
  - Requirements
  - Databases and Systems
  - Metrics
  - Tracking
  - Monitoring
  - Preventive and Corrective processes
  - Training Material and Training

### **Description of the effort:**

We will support the project management team's effort in managing the project and work with the team and the other partners to design an integrated management system that complies with international standards. This effort will take the objectives of the programs and develop an integrated design and deployment approach to make them achievable.

The effort will also depend on a complete understanding of the project requirements and the different sets of detailed efforts required by the different partners, customers and contractors. It will develop a detailed understanding of the processes and procedures and data requirements of the different phases of the program and the different users. It will integrate the users, steps, data, input, output, and decision-making processes to assure success and reduced cost.

It will also set performance standards for all project components based on technical designs submitted by the various partners. This will not be only limited to the product components but also the steps and outputs. The standards and their guidelines can be used in monitoring and evaluation.

The effort will also include project monitoring and evaluation including impact on surrounding villages and cities. This will be based on the objectives set by the team and standards developed during the program. The effort will have to involve interaction with the local authorities and population.

With the above completed and underway, the UMB team should work with the different partners and the legal and project management experts on the team to research legal and practical options for project institutionalization and develop project exit strategy. This will help increase the benefit from the project and limit the exposure as project exits are usually major financial and success drainage for the programs.

Our effort will also support the efforts of the different partners and project teams in financial engineering for various project components. This will provide the teams with the documentation of the financial processes and performance standards required to guarantee successful delivery of the project while maintaining financial success.

### **Integrated Management Systems Steps and Deliveries**

In summary, System Development will have the following steps:

- A. Processes' identification
- B. Documentation
- C. Responsibility and authority
- D. Resources
- E. Project realization
- F. Project auditing, monitoring, measurements, analysis, and reporting

### **UMB - How Do We Move Forward?**

The organization could be setup to provide Training and Business Solutions/Management Consultancy on an ongoing basis. We could start with the people that are on board, using resources from the area and other locations to fill in the need as it arises. In addition, we will be adding new people as business picks-up.

We need to establish some relationship with some trainers and some consultants to use their expertise as needed. This will mean that we will have some junior consultants to help us with the startup. We also need to establish our own business and process re-engineering and improvement material using our special variations of standard process management documentations/approaches.

We should plan on targeting 10% of the company's client base for the year 2004 for both training and consultancy. The percentage should be increasing as we move forward (5% per year)

## **MANAGEMENT SYSTEMS REGISTRATIONS**

**QMI** is a Division of CSA Group and is North America's leading management systems registrar. Established in 1984, QMI has issued thousands of certificates worldwide to international and national management system standards.

**CSA Group**, an organization that operates both nationally and internationally, is a leader in the field of consensus standards development and the application of these standards through product certification, systems registrations and information products. CSA Group is a Nationally Recognized Testing Laboratory (NRTL) accredited by the U.S. Occupational Safety and Health Association (OSHA) and the Standards Council of Canada (SCC).

Our experience in your industry is key to ensuring your relationship with QMI supports your business goals and objectives. With clients in the petrochemical, telecommunications, machinery, transportation, metal fabrication, electrical, aerospace, wholesale, retail, food, wood, pulp and paper, service and automotive industries, our experience is as diverse as the world of business itself. QMI has registered many successful organizations in your industry. .

We recognize being close to your business location improves our ability to support your management program efficiently. While firmly based in North America, QMI's capacity extends to South America, the Middle East and Asia-Pacific. Through a network of strategically located offices, QMI offers a cost effective, versatile approach to management system registration across North America and around the world.

The ongoing support of your registration will be handled from our office providing local staff has the appropriate technical experience to adequately support your business needs.

At QMI, we recognize that accreditation bodies are important to ensuring our services meet international expectations. Our accreditations provide credibility and recognition to the certificates we issue to our clients. QMI is accredited as a registration organization for the following:

- ISO 9000 by ANSI-RAB, SCC, RvA, EMA
- QS-9000 by ANSI-RAB, SCC, RvA
- ISO 14001 by SCC, ANSI-RAB
- AS 9000 by ANSI-RAB
- TL 9000 by ANSI-RAB, SCC
- ISO17025 by LAB (to conduct audits on their behalf)

Registrar Accreditation Board	(ANSI-RAB)
Standards Council of Canada	(SCC)
Dutch Council for Accreditation	(RVA)
Entidad Mexicana de Acreditacion, a.c.	(EMA)
Laboratory Accreditation Board	(LAB)

We recognize the need for many of our clients to have the provision of multi-national services in line with their global objectives for management systems. We believe we can best serve those needs by maintaining our strong North American presence and provide global services through our partners elsewhere in the world. We have, therefore, established a joint venture with AFAQ (France) to provide reliable, high quality registration services. As a registered company with QMI, you will be entitled to a Certificate of Recognition that is endorsed by both AQQA partners.

**IQNet** is a network of the world's leading registration bodies, which operate in accordance with a common multilateral agreement, internal rules and code of conduct and ethics.

QMI is proceeding with the development of an Associated Franchising Body agreement with IQNet. This will allow us to continue offering IQNet certificates upon request. It will also allow us to use the services of the 27 members as a complement to the services offered by AQQA.

QMI has influential representation on international technical committees, including TC 176 and TC 207, which interpret and develop management systems standards. Our participation provides you access to unparalleled expertise that our clients are encouraged to use and benefit from.