



Iranian MAPNA Group is a conglomeration of the parent company and its 29 subsidiaries engaged in development and implementation of power, oil and gas, railway transportation and other industrial projects. MAPNA's vision is to be an internationally credible industrial Group, having first ranking in Power, Rail transportation and Oil and Gas across the Middle East and West Asia.

Since its inception in 1992, MAPNA Group has constructed or under-construction more than 86% share of the Iran's total electricity grid capacity. As an investor and main contractor of independent power and industrial projects MAPNA has ventured into projects corresponding to a total contract value of more than € 4 billion. Recently the Group has entered in manufacturing cargo and passenger locomotives and implementing railway transportation projects in a close cooperation with worldwide partners.

MAPNA Group turned a Group of Companies to a Strategy Focused Enterprise with QPR

CUSTOMER CASE:



"It's very value-adding that QPR provides the possibility for a balanced scorecard model correlating all organization indicators together, connecting them to the quantity criterions and so assuring that organization performance can be followed by a simple gauge from activity data."

*Houshan N. Shiraz
VP, ICT, Systems and Quality
MAPNA Group*

Due to grouping of MAPNA's all 29 subsidiaries under one umbrella and the fast expansion of activities, projects and working areas, the demand for a focused strategic management system was highlighted in the Group. QPR ScoreCard was selected to implement and control MAPNA's group-level Balanced Scorecard (BSC) model. The Group also uses QPR Scorecard to measuring and monitoring corporate performance.

MAPNA's strategic planning project started approximately 5 years ago at the time the Group faced various challenges including struggles of designing strategic model for the whole group and controlling and aligning affiliated companies and securing

project timelines as well as cost and quality. Following this issue, the Group found Balanced Scorecard model very practical and consistent to cover a large scale group of companies in tree main divisions.

"It was a key point to have a single web platform to cast strategies into enterprise-wide processes", **Mr. Houshan Shiraz**, Vice President for ICT, Systems and Quality stresses.

MAPNA Group started to review its strategies by the new concept and became also familiar with QPR solutions in Tehran 4th International Management Forum.

Performance Management in Construction and Engineering Industry.

Methodology frameworks used:

- Strategy Management (Balanced scorecard)

QPR products used:

- QPR ScoreCard
- QPR Portal

MAPNA values:

- Honesty and adherence to commitments;
- Hard work and endeavor for individual and organizational excellence and growth;
- Customer orientation;
- Creativity and innovation;
- Commitment to safety and preservation of environment;
- Team work associated with self confidence.

"We gain some insights for our purpose from QPR software facilities. Based on QPR's solutions, strategic planning developed and broadened and in the near future we are now going to extend it to all of our 29 subsidiaries" Mr. Shiraz says.

"After strategic planning we felt the necessity to have a robust process management system. The first choice that came into our mind was QPR. It was fascinating to design the process and strategy and integrate them both in one solution" he continues.

Achieving process and performance excellence

The move from a mission oriented Group of companies toward a strategy focused enterprise has urged MAPNA to review its corporate structure as well as strategies to address following challenges:

- **Market growth.** Country demand to energy increased dramatically during past decade up to 10% annually. This forced MAPNA to re-consider its policies and structure in order to be able to meet this demand.
- **Corporate Governance.** Speedy expansion of the Group divisions and business units and necessity to build a new management system to reinforce Corporate Governance.
- **Knowledge Management.** Necessity to store, share and manage engineering knowledge created throughout the Corporation in an ongoing basis and materialize advance engineering management practices like concurrent engineering.
- **Collaboration.** Engagement of the knowledge workers in organizational development and improvement initiatives within and between business units to persuade process and performance excellence that is core message of MAPNA.



After several researches, QPR's solution was selected for the following reasons:

1. Proper local support in Iran and multilingual capabilities especially Farsi support through QPR's partner in Iran, the SAM management consulting.
2. Broad Management solution under one umbrella to respond MAPNA's future ICT needs such as Workflow management, Business Intelligence and IT Service Level Management.
3. Appropriate compatibility with the state of art balanced scorecard concepts, its flexibility in mass customization demanded by managers and divisions and human-centric interface to facilitate communication throughout corporation horizontally and vertically (the MAPNA non-IT users).
4. QPR's considerable customer reference (i.e. Siemens & Alstom) specially experience in large scale implementations.

Already in 1997 some effort for designing the strategy was done. However, in 2003, following the MAPNA grouping, the Management Board decided to change the objectives and appointed a strategic team for this purpose.

Gilan thermal power plant is designed and constructed by the MAPNA Group.

At the beginning, a 500 man-hour long training was carried out for implementing the strategic planning in the QPR system. Strategic planning was prepared according to QPR Software concepts and Balanced Scorecard approach. This was followed by creating a pilot model consisting of the financial sections of the projects and parts of the main and comprehensive MAPNA model.

"After processing of input data and creating concordance between information and the pilot model, relative reports were attained very easily." Dr. **Eghtedar**, the Strategic Control Manager at MAPNA describes.

Accuracy of the data received throughout the organization and the lack of information due to newly proposed subjects including respective KPIs that were not very common in the organization were the major challenges during the roll-out project.

Materialized benefits and future actions

Currently, MAPNA is seeking to increase the system's efficiency through handpicking the suitable team, preparing them and defining the roles of each of its members.

The MAPNA Group has identified the following benefits so far:

- Increasing flexibility in response to internal and external changes;
- Effectively and efficiently monitoring of objectives and other required parameters, and easiness of strategies controlling;
- Improving real time communications and connections; and
- Facilitating reporting and preparing divergent reports.

The future plans for QPR Software usage in MAPNA Group include both further roll-outs and integration tasks. The management model will be implemented in MAPNA subsidiaries to define communication and access and to provide required information.

QPR system will also be integrated with other systems like budgeting, bonus and project management software, etc.

“QPR ScoreCard is like a flexible wax. You can shape in each way you want! You can easily build and delete Critical Success Factors. You have charming views, easy data transferring, and specific advantages for each hierarchy level and position. Concordance to BSC model and local support are the major QPR distinctive advantages”

*Dr. Eghtedar,
Strategic Control Manager
MAPNA Group*