



CUSTOMER CASE:



Performance Management in manufacturing industry (aluminium smelting).

Methodology frameworks used:

- Strategy Management (Balanced Scorecard)

QPR products used:

- QPR ScoreCard
- QPR Portal

Integration to other systems:

- Oracle
- SAP via Microsoft Office (Excel)

Dubai Aluminium Company Limited ("DUBAL") is ranked as the world's largest modern aluminium smelter with a captive power station. Each year, DUBAL manufactures approximately one million tonnes of finished aluminium products, made-to-order for 300 customers in about 45 countries worldwide. DUBAL's high quality aluminium products are used extensively across diverse industrial sectors, ranging from aerospace and electronics through the transport, construction and industrial sectors to the automotive industry, there DUBAL is the world's number one supplier of foundry alloy. The company has around 4,200 employees.

## QPR ScoreCard enables DUBAL Strategy Management Systems



*"Using QPR Scorecard has provided many benefits. These include improved business management through better understanding of strategy, better communications and seamless reporting via briefing booklets."*

**Amir Al Janahi**  
Manager: Business Performance  
DUBAL

Getting acceptance of the Balance Scorecard framework within DUBAL depended on the possibility to automate the scorecards usage. The answer was found in QPR's performance management software, QPR Scorecard.

DUBAL has always been a leader in the use of sound internal management practices. The use of the Balance Scorecard was initially considered and initiated about ten years ago. **Amir Al Janahi**, Manager: Business Performance in DUBAL, who had undergone formal training on the Balanced Scorecard in Malaysia, was chosen to drive the implementation of the Balanced Scorecard system within the company.

The process was initiated by identifying strategic objectives and Key Performance Indexes (KPIs) at Corporate level and for all Business Units.

Getting acceptance of the Balanced Scorecard framework within DUBAL was a challenge in itself. To make the transition to an operational Balanced Scorecard easier, the decision was made to automate the scorecards using an easy-to-deploy Balanced Scorecard application.

**QPR chosen thanks to ease of use, rapid deployment and local support**

After conducting a rigorous proof of concept exercise, DUBAL chose QPR Scorecard for its ease of use, as well as its ability to be deployed rapidly.

Availability of local support through IYCON, together with positive feedback from DUBAL's Balanced Scorecard Collaborative (BSCol) consultant, was a key factor in the decision making process. The initial implementation, carried out by IYCON, included automation of the DUBAL Corporate Scorecard and ten Business Unit scorecards. The project was completed within nine weeks in 2006.

## Heading to BSC Hall of Fame with QPR

Today, DUBAL's strategy meetings are driven through the top level view of the Strategy Map (on QPR Scorecard), both at Corporate level and per Business Unit. Management then drills down into non-performing objectives and reviews performance at KPI level.

Action plans are developed and responsibilities allocated to key personnel using the QPR Portal, and deadlines are set. Progress is then reported using the status reporting functionality on the QPR Portal for each action.

The ongoing management of the Balanced Scorecard structure and data updates for the same are carried out by the Business Performance team within DUBAL, which takes complete responsibility for on going maintenance using QPR Scorecard. Designated the Balanced Scorecard, or BSC Office, the team plans to evolve this into a Strategy Management Office and in future move DUBAL to the BSC Hall of Fame (please see more at [www.thepalladiumgroup.com](http://www.thepalladiumgroup.com)).



## Going to details and integrating to data sources

DUBAL's future plans for QPR Scorecard include more detailed use of its available functionalities as well as an upgrade to QPR version 8.1.

At present, data is loaded into the scorecards manually or through Excel. Integration with existing data sources for online data upload is also planned. This will allow DUBAL to link its strategy to operational KPI's and data, which is robustly supported by QPR Scorecard.

At DUBAL, the Balanced Scorecard system has provided many benefits. These include improved business management through better understanding of strategy, better communications and seamless reporting via briefing booklets.

*DUBAL manufactures approximately one million tonnes of finished aluminium products, made-to-order for 300 customers in about 45 countries worldwide, to be used extensively across diverse industrial sectors.*

The experience of using QPR Scorecard with IYCON as a service provider has been extremely positive: DUBAL has found IYCON always responsive and available when needed. As an application, QPR Scorecard has been well supported through improved product versions – each new version bringing enhanced and useful functionality.

*"The overall experience has left DUBAL without doubt that the company is using the best tool available in the industry today."*

**Amir Al Janahi**