



Imam Khomeini Port and Maritime Organization, with an area of 11 million square meters, manages one of Iran's biggest commercial ports through which half of Iran's oil and non-oil export/import activities take place.

QPR ScoreCard Gives Khomeini Port Strategic Outlook and Alignment



"QPR ScoreCard transformed us into a strategy oriented organization through facilitating Strategic communication."

*Mr. Jalil Eslami
CEO,
Ports and Shipping Organisation
Khuzestan Province*

CUSTOMER CASE:



Imam Khomeini Port decided to renovate organization's strategies and to become a strategy-orientated organization. Its previous performance measurement system was based on financial measures and as such, found out-dated. The management decided to implement QPR ScoreCard to monitor the port's performance indicators. Implementation was supported by change of culture.

More than 70 years of experience has placed Imam Khomeini Port as the leading center of maritime activities in Iran. Due to many opportunities emerging it had to become a strategy-oriented organization able to exploit the opportunities and having a better understanding of customer needs and – last but not least – to fulfill them.

The Imam Khomeini Port is situated in proximity to the biggest petrochemical complex of Iran. The Arvand free trade zone and other major industrial complexes in Persian Gulf Coast, doubles its importance in the region and throughout the whole country. Oil price boom and constant economic growth of countries in the region has demanded enhancement of ports and maritime capabilities and systems in the past two decades.

From numbers to performance indicators

"The benefits, achieved through the use of QPR Scorecard were astonishing especially in aligning the different

organizational units and in terms of communicating the whereabouts of the organization among top managers", says Jalil Eslami, CEO of Ports and Shipping Organization, Khuzestan Province.

Taking into consideration the rapid market change and its long-term impact on demand for Imam port's services, Mr. Eslami decided to renovate the organization's strategies and the way it watched progress.

The existing performance measurement system was based on financial measures and found out-dated. The management came across QPR Scorecard and decided to implement it in order to monitor the port's performance indicators.

"QPR ScoreCard transformed us into a strategy oriented organization through facilitating strategic communication rather than disspread improvement. The new approach allowed the port managers to change talk to walk!" Jalil Eslami describes, when he points out the weakness of their pervious strategy in convincing people in Khomeini Port & Maritime organization.

In addition, QPR ScoreCard provided the decision-making platform resulting from the rise in communications and joining processes and departments. Spans of all activities are now clear. As bottlenecks and person responsible for corrective actions can be identified, also quick measures can be taken.

Strategic performance crystallized in 5 perspectives

The strategic performance of Imam Khomeini Port organization is now crystallized in five perspectives: in addition to the traditional four (Customer, Innovation and Growth, Financial, Operations) the fifth perspective was invented by Port's champion team to address Port's Land Lord-governance role.

The port management faced many challenges when implementing the ScoreCard. The corporate culture had to be transformed from a "social" into a "performance-oriented" culture. Also attitudes had to be changed, and all members of the organization had to be aligned with the strategy as well. With QPR's Iranian partner's, SAM Management's, support and services, they could surmount most of the obstacles.

Use of Scorecard will continue and expand

As the next step the Ports and Shipping Organisation of Khuzestan Province is going to roll out the Scorecard usage to other areas, offices and subcontracting levels.

Also taking into account the issue of privatization policies of ports' operations all over the country, they are going to utilize the QPR system in corporate governance and expand it to other ports.



"QPR ScoreCard has raised speed in our business, and the decrease in time has had a great effect on our work in terms of fulfilling our customers' needs and obtaining more customer satisfaction."

*Mr. Ghasem Arabzade
Head of the Studies and
Planning Office of Khomeini Port*