

Established in 1967, Gulf Agency Company (Dubai) L.L.C. provides a comprehensive range of shipping and logistics services to local and international clients in Dubai.

Gulf Agency Company (GAC) Takes Performance Management to the Next Level with QPR ScoreCard

CUSTOMER CASE:



"The BSC framework is now integral to our Monthly Management Review meetings. QPR Briefing booklets are used effectively to highlight the key aspects that need to be reviewed and acted upon"

*Dan Hjalmarsson,
Managing Director*

GAC Dubai is firmly committed to service and quality, underlined by its ISO 9002 certification for the "Provision of Logistics and Shipping Agency Services" since 1996. GAC is also the winner of "Shipping Agent" award at the Lloyd's List Middle East and Indian Subcontinent Awards 2006.

Gulf Agency Company (Dubai) L.L.C. (GAC Dubai) has been providing a comprehensive range of shipping and logistics services to local and international clients in Dubai for more than 40 years.

Today with a workforce of 1,000, it is the largest single operation within the worldwide GAC Group. It is firmly committed to service and quality as underlined by the ISO 9002 certification which the company received for the "Provision of Logistics and Shipping Agency Services" in 1996.

GAC's Vision Y defines the new strategy for 2008-2012 globally. GAC Dubai is well geared to meet these challenges with QPR

as their BSC management framework.

Balanced Scorecard as their management framework

When GAC Dubai started the process of implementing the Balanced Scorecard methodology in the company, time was spent looking for the most suitable tool according to their needs.

GAC decided to choose QPR ScoreCard because of the following reasons:

- QPR had the right features, ease of use and cost effectiveness that GAC was looking for.
- QPR provides an option to integrate processes with the operational scorecards.
- There was strong local support available for QPR, through IYCON FZ LLC, QPR Partner in the region.

Measuring performance with QPR ScoreCard

When GAC Dubai decided to look into the Balanced Scorecard framework for the company, a process was initiated to acquire the required knowledge.

A few employees got trained in the basics and eventually GAC had an internal facilitator to spread the awareness effectively over several interactive sessions.



GAC headquarters in Dubai.

This process is now integrated within the GAC Corporate Academy and they periodically conduct workshops in the principles and philosophy of the Balanced Scorecard methodology.

In addition to that, a basic training process was defined, mainly focusing on the usage of QPR ScoreCard and the web portal, called QPR Portal, as the tools for the Balanced Scorecard framework.

A core group was formed to drive this initiative from the top, and each major division had its own team to support the process.

To start with, the scorecard model had 3 core divisions (1 in business support and 2 in business area) and 8 sub-divisions spread under. This was made functional over one year period and subsequently cascaded down with the addition of 12 more scorecards under the significant sub-divisions.

Tracking strategic initiatives with QPR

QPR ScoreCard is primarily used as GAC's Balanced Scorecard framework

to track the strategic initiatives put in place and to measure its effectiveness. It helps GAC to keep all initiatives aligned with the strategy, allowing them to stay always in the right direction.

It also provides GAC with a platform for effective interaction through QPR Portal resulting in the readjustments required for the processes to be relevant.

"It is now easier to understand and respond effectively to emerging business needs as we can manage these initiatives using QPR," says Mikael Leijonberg, General Manager, Finance

The Balanced Scorecard (BSC) framework is now integral to their Monthly Management Review meetings. QPR Briefing booklets are used effectively to highlight the key aspects that need to be reviewed and acted upon.

Action plans are put in place and implemented by the target group while being monitored by the individuals who are in charge of these processes.



GAC Logistics Park, Jebel Ali.

The efficiency of the key measures are validated on a regular basis and set right whenever required.

"It is now easier to understand and respond effectively to emerging business needs as we can manage these initiatives using QPR," says Mikael Leijonberg.

Future plans

The GAC BSC is aggregated from shipping, logistics and business support scorecards. These are further split as operational units having their own cascaded scorecards.



GAC Ship Supply Services.

"We intend to carry this process further to involve more people to gain the benefits of this tool in assessing and measuring what they are doing," says Dan Hjalmarsson.

GAC Dubai has also started the process of integrating validated information from various applications that will facilitate transparency of the behavior of key measures and increase the quality of their decisions.

"Currently we are in the process of reassessing the strategic initiatives and the core drivers for these initiatives. We also hope to effectively bring more people under BSC framework by cascading further sooner than later."

Another significant move is that the GAC Group has initiated a process to have BSC framework put in place globally.