

# MAIN ENTRY DOCUMENT

## Business Transformation and Operational Excellence Awards 2019

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| <b><u>Organisation Name</u></b> | <b>AL JAZEERA INTERNATIONAL CATERING LLC</b>  |
| <b><u>Category Entered</u></b>  | <b>Best Achievement in Cultural Transformation &amp; Sustainability to deliver a high performing Enterprise Excellence culture.</b> |

### **Synopsis / Objective**

Al Jazeera International Catering LLC (JIC) is an Abu Dhabi based company established in 2008 and is providing food catering, laundry, housekeeping, hospitality, kitchen design as well as menu planning for various sectors of UAE including Labour Camps, Oil fields and Construction camps etc. We cater to about 20,000 meals a day.

JIC has adopted IMS management and EFQM business Excellence model for managing the organizational Excellence. JIC Business excellence process an internally developed system to improve organizational excellence and to ensure stakeholders satisfaction.

Business Excellence Department in coordination with the ExCom committee monitors and manages the Organizational Excellence process for JIC.

Key objectives of the Business Excellence Team is based on JIC Vision & strategy Plan 2020, and are as below:-

- To Identify and implement new process / system that result to increase in organizational productivity / Performance in any of the aspects of People/ Planet/ process.
- To identify and implement new process / system that resulted to cost reduction
- To do benchmarking of JIC performance or process with other organization.
- To ensure dissemination of Organizational Excellence Culture across all stakeholder levels.

Please refer to JIC Strategy Plan 2020 & JIC Vision Document for more relevance.

JIC Leadership is committed to continual improvement & organizational Excellence. As part of continual improvement JIC integrated benchmarking as an integral part of the organizations strategic objective to ensure creativity and innovation.

JIC uses 3 tier implementation system to deploy the strategy and has outlined 3 level of objectives to ensure effective understanding and implementation, this paved way for clear effective dissemination of the Transformation requirement and outcome at all levels throughout the organization,

JIC strategy plan 2020 was derived from its vision and disseminated through organizational objectives in tier 1. All JIC departments were aligned through incorporation of Departmental objectives in Tier 2. JIC staffs and other stakeholders were involved using Individual level objectives in tier 3 for effective implementation.

### **The strategic objectives and scope of the Operational Excellence project**

Objective of this Submission is to demonstrate as to how Al Jazeera International Catering LLC, converted its stakeholder sustainability requirement in to a competitive advantage by incorporating Organizational Excellence into its sustainability context through Green Initiative mainly concentrating on the aspects of: -

- Operational Efficiency
- Procurement & Supply chain Efficiency
- Environmental Benefit
- Stakeholder Engagement.

JIC developed a project “Our Planet Our responsibility” and managed it using SPEARS methodology tool to manage this project. This methodology acts as an organizational enabler and ensures all aspects of business excellence starting with setting objectives, providing resources, process empowerment, analysis of deployment, reviewing, recognizing and knowledge sharing- are completed at all stages of the process.

### **Core Requirement of this Implementation**

In 2015, JIC conducted its stakeholder engagement process, and about 60% of their stakeholder expressed that JIC need to address a sustainability issue regarding waste management especially concentrating on food waste. Also concerns were raised on E. coli injection to land fill. JIC addressed this issue as part of the Organizational Excellence & Sustainability process.

### **Analysis of the Key Impact & Challenge.**

#### **Impact of Food waste on Environment**

In an analysis we found that JIC has generated overall of 6572 m3 food waste over the years which resulted in occupying 350 m2 of landfill and had the potential to generate 52567 m3 of methane and affecting the ecological & food chain balance as there is a high chance of E.coli ingestion into land due to decomposing of food waste in landfill. Also Raw material production of these food has involved an approximate of Forty eight hundred billion gallons of water.



#### **Key Challenges**

- ✓ To ensure Reduction of food waste generation
- ✓ To ensure Reduction of food waste to landfill
- ✓ To ensure Prevention of E.coli entering into the eco system through waste.

### **The Operational Excellence project implementation process and timeline**

JIC did an operational analysis at the grass root level to understand the problem and underlying reasons and developed a single operational Excellence transformation Initiative to address three key challenges of Reduction of food waste generation, Reduction of food waste to landfill and prevention of E. coli to enter the eco system through waste. Innovation was made at three levels starting with product modification, process alteration & infrastructural change. This Initiative was internally developed based on JIC past performance and experience.

### **The size of the project challenge, use of creative tools, and any organizational development**



Based on the analysis JIC created a strategy addressing three major areas of JIC operations which include Procurement, Food production & Waste disposal.

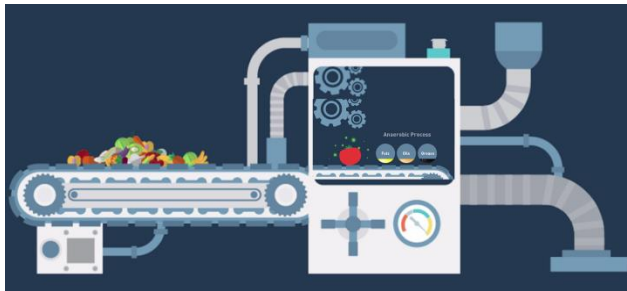
We created a 4E strategy for sustainability, Educate, Enable, Empowered and Engaged. All Employees were set through the process of Education, Enabling, Empowerment and Engagement through implementation of this Strategic Initiative.

JIC created a waste reduction plan and incorporated action items in three areas as below:-

**Procurement:** Procurement policy and plan was revised including sourcing of raw materials which has less production waste (i.e. vegetables like cauliflower were avoided) and packaging specifications were revised to ensure reduction of waste at the point of generation.

**Operations:** Food production plan was reworked and process was revised which ensured food production based on client requirement, i.e. production was altered on daily basis based on the occupancy level of the camp site and overall 10% of production was decreased.

Staff were trained on controlled food portion service at food counters to avoid plate wastage. Menu was reworked and some of non-preferred food items were removed from our menu. Customer were encouraged to support JIC's food reduction initiative through signature campaigns & awareness flash mobs.



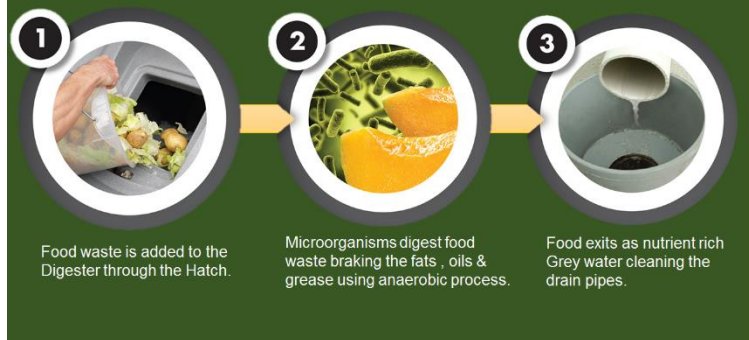
**Waste disposal:** Apart from the above control measure, JIC implemented a state of art waste disposal method to reduce impact on the environment. As part of its innovation management JIC substituted its disposal method by investing quarter million dirhams in a food digester machine.



This state of art machine acts as giant stomach and digests food waste in to liquid waste using oxygen based aerobic process. It uses blend of microorganisms to digest fat, protein & fiber present in food waste.

Output of the process is an organic grey water which has no harm to the environment as validated by Abu Dhabi Quality and Conformity council central testing laboratories. This process also ensures reduction of greenhouse gas emission due to waste decomposition and transportation of waste material to landfill.

#### How it works



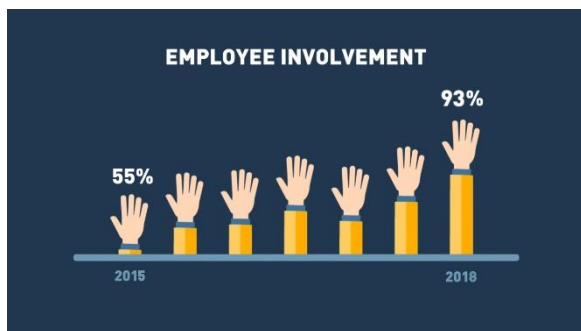
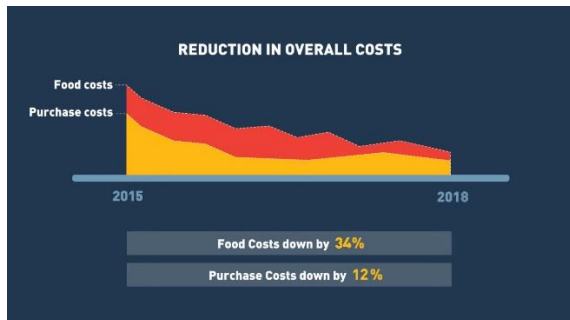
### The business results of Operational Excellence project

- ✓ Our food wastage reduced drastically in 3 years from 1841 tons to 523 tons. Saving our planet, 1318 tons of waste. Resulting 71% reduction in waste.
- ✓ Reduction of 1318 tons of food wastes due to operational controls and modification, results in reduction of 6800 tons of Co2 emission.



### The business results of Operational Excellence project

- ✓ Usage of 3.8 X 108 gallons of water (I.e. Four hundred billion gallons of water) has been avoided which would be used in production of raw materials of the food items.
- ✓ General waste was down from 4660 tons to 1414 tons, a reduction of 3244 tons in 3 years.
- ✓ Use of cooking oil dropped 3880 litres in 3 years.
- ✓ Plastic recycling was up by 70.33 tons from 15.97 tons in 2015 to recycling 86.3 tons in 2018.
- ✓ Food Cost reduction by 34% in 3 years
- ✓ Purchase cost reduction by 12% in 3 years.
- ✓ 38 % increase in Employee involvement, from 55% of 2015 to 93% 2018.



### The impact of the Operational Excellence project

Any organization irrespective of their size and sector shall implement the 4E strategy for improving the organizations sustainability and Green initiative performance.

Our Unique 4 E strategy is simple in understanding and requires no or less capital investment according to individual organizations specific to their vision, size and sector.

Some of the organizations which have benchmarked our strategy includes **Grand mills** and **Sofitel**. British Orchard nursery is under the process of learning and benchmarking our processes to improve on their employee empowerment practices.

**Abu Dhabi University** as part of their Academic project has captured this initiative as part of their best practices Initiative report.

### Value Generation: - Evidence as a Successful Initiative / Accolades: -

- JIC won the Arabia CSR Award under medium category in the year 2017 for implementing this green initiative as part of the CSR process.
- JIC won the Green ERA award in the Green Economy forum Held in Berlin, Germany for its green initiatives implemented within the organization.
- JIC won the Emirates Environmental Group award for its recycling initiatives been followed in the organization through this Green initiative.
- Abu Dhabi Sustainability Group (ADSG) has recognized this Green Initiative as the Best Sustainability Initiative for the Year 2015.

JIC's CSR strategy Initiative is a custom build process & proven to be an effective process for sustainability excellence.

This process has been validated as a good practice by Arabia CSR awards committee in their awards feedback report for the year 2015. This practice has been verified for continuous compliance through internal & external auditors and has proven to be Excellent.