



*Achieving Business Excellence – A case study of  
Dnata Airport Operations, Dubai, UAE*

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## Introduction

- Dnata Airport Operations is a constituent of Dnata, which is part of Emirates Group.
- Commenced its Operations in 1959 with 5 staff.
- Over 50 years later there are more than:
  - 7000 skilled staff.
  - 6200 pieces of equipment.
- Dnata Airport Operations is handling over:
  - 138 International Airlines.
  - 25 non-scheduled carriers/charters.
  - 1.9 million tones of freight.
  - 265000 aircraft movements.
  - 43 million passengers.

(as of 31/03/2010)



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## Strategic Plan for Achieving Excellence

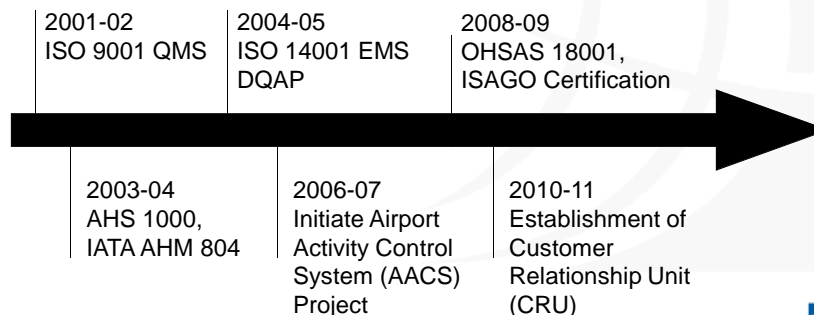
- Dnata Airport Operations Management visualized to achieve excellence through continuous improvement.
- Management recognized the fact that excellence is result of intelligent efforts.
- Established Strategic Plan for 10 years focusing various activities, certifications and awards as pursuit of excellence.
- Established Quality Planning department in 1999 and empowered to work in this direction.
- Set Vision, Mission and Values.



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## Strategic Plan

- Below sketch depicts the Dnata strategic plan for achieving excellence.



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## Quality Management System

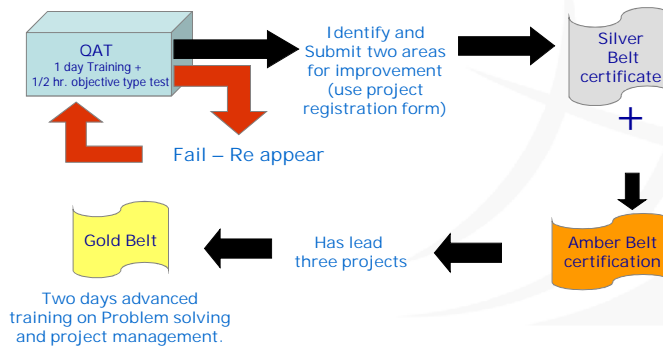
- Dnata Airport Operations was the first Ground Handling Company to be certified on ISO 9001:2000.
- Established Quality Policy.
- Set formal KPIs, Objectives and Targets at Department and DAO level.
- Developed In house training program for:
  - Internal Quality Auditing.
  - Quality Action Team Training.
  - QMS Awareness Training in five languages with pictorials.
- Launched Quality Action Teams program.



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## Quality Action Teams

- A systematic methodology was adopted to train staff and execute projects.



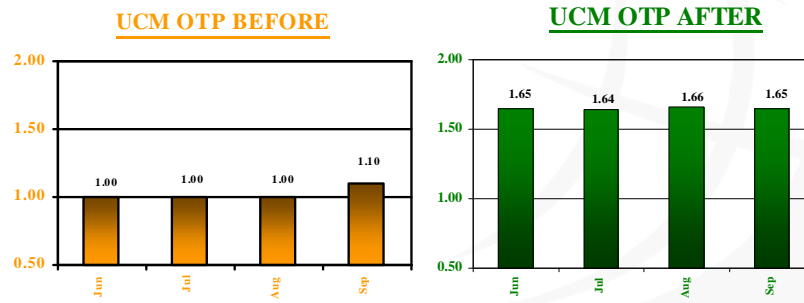
*There will be an annual QAT competition every year in the month of November (Quality Month celebration)*



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## Quality Action Teams

- Quality Action Teams in Action at Ramp Services Department.



*Due to confidentiality actual figures are not shown. However data presented shows actual percent increase in OTP, i.e. 60% on average.*



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## Environment Management System

- After ISO 9001 certification, Dnata Airport Operations management, as part of its strategic plan launched Environment Management System Program.
- Established IMS Policy.
- Set formal KPIs, Objectives and Targets at departmental level.
- Developed In house training program for:
  - Internal Environment Auditing.
  - EMS Awareness Training.
- Developed on-line Training Modules for Quality and Environment Management System Awareness.

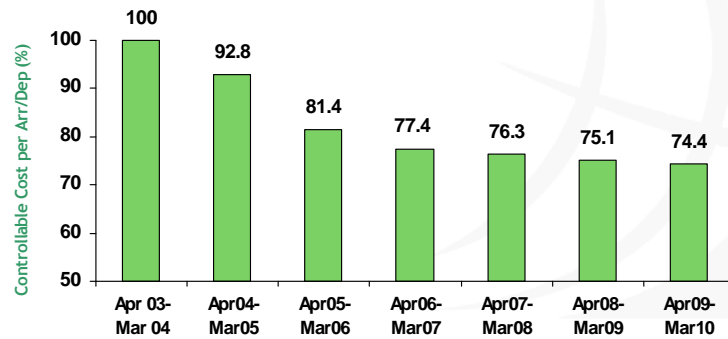


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## Environment Management System

### ➤ DAO Environmental Performance (Example)

Dnata Airport Operations (Average)



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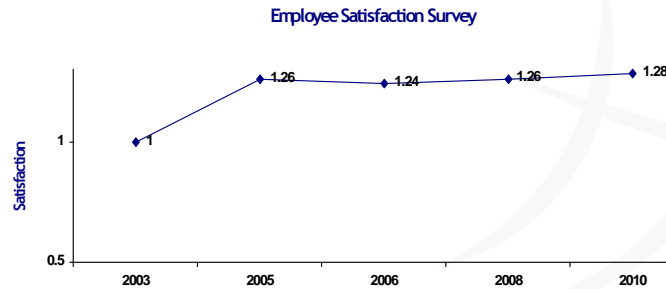
## Satisfaction Survey

- DAO took another step towards Business Excellence by introducing:
  - Customer (Airlines) Satisfaction Survey.
  - Passengers Satisfaction Survey.
  - Employees Satisfaction Survey.
  - Society Perception Survey.
- The purpose was to remain in touch with our stakeholders and get first hand feedback about our services.
- All survey questionnaires are designed in line with Dubai Quality Award criteria.
- Quality department in consultation with line management and Market Research Department developed a systematic approach for these surveys.

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## Satisfaction Survey (Example)

### ➤ Employee Satisfaction Survey.



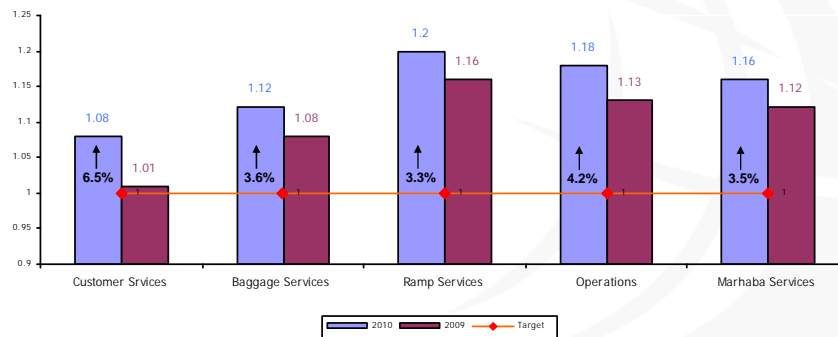
Due to confidentiality actual figures are not shown. However data presented shows actual percent increase in satisfaction, i.e. 20.6% from 2003 to 2005. Since then it has been consistent with slight increase in 2010.



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## Satisfaction Survey (Example)

### ➤ Customer Satisfaction Survey – Departments Ratings (T-1)



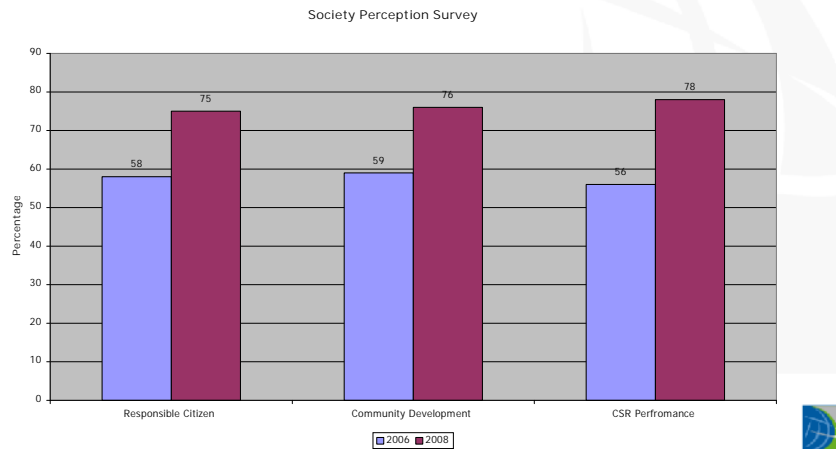
Due to confidentiality actual figures are not shown. However data presented shows actual percent increase in satisfaction across all the departments.



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## Satisfaction Survey (Example)

### ➤ Society Perception Survey.



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## Dubai Quality Appreciation Program

- Decided to go for Dubai Quality Award Appreciation category.
- Aligned all activities in line with the EFQM/DQA Excellence Model criteria.
- Aligned and implemented approaches using RADAR methodology.
- Carried out numerous in-house and externally conducted training sessions for all staff.
- Involved some of Dnata staff to become DQA assessors.
- Focus remained on continuous improvement.
- Won the DQAP award and appreciated by the H.H. Sheikh Mohammed.

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## Health & Safety Management System

- Dnata Airport Operations management as part of its strategic plan launched Occupational Health & Safety Management System Program.
- Established IMS Policy.
- Set formal KPIs, Objectives and Targets at departmental level.
- Developed In house training program for:
  - Internal Safety Auditing.
  - OHSAS Awareness Training.



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## Corporate Social Responsibility

- DAO Corporate Social Responsibility Program demonstrates its commitment towards a better society.
- In last few years DAO has organized/participated in various events. Some examples are as follows:
  - Dubai Terry Fox Run for Cancer Research.
  - UN World Food Program Fight Hunger.
  - Support for the Big Pen School in Nairobi.
  - School Supplies for needy children in the Philippines.
  - School Supplies for needy children in Mauritius.
  - Relief Efforts for flood victims in the Philippines & Pakistan.
  - Clean Up the World.
  - Building home/school for deprived children in Ethiopia.
  - Blood Donation Campaigns.
  - Clean Creek Campaigns.
  - Recycling Programs.



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## *ISAGO Accreditation*

- Dnata Airport Operations has become the world's first Ground Handler to achieve IATA Safety Audit for Ground Operations (ISAGO) accreditation.
- Its an industry specific accreditation aimed to improve safety and cut airline costs by drastically reducing ground accidents and injuries.
- Under this program audits are conducted in a standardized and consistent manner, using internationally recognized quality auditing principles focused on Aviation.



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## *Awards and Accolades*

- Dnata Airport Operations' some of the Awards & Accolades
  - Dubai Quality and Appreciation Program Certificate in 2004.
  - Ground Handling International Ramp Safety Award for Middle East & Asia in 2005.
  - Ground Handling Provider of the Year, Middle East - ITP Aviation Business Awards 2007.
  - Ground Handling International Ramp Safety Award for Middle East & Africa in 2008.
  - Ground Handling Provider of the Year, Middle East - ITP Aviation Business Awards 2008.
  - Airport Passenger Handling of the Year, Middle East - ITP Aviation Business Awards 2008.
  - Airport Operations Manager of the Year, Middle East - ITP Aviation Business Awards 2009.
  - Ground Handling Provider of the Year, Middle East - ITP Aviation Business Awards 2010.



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## Conclusion

- Dnata Excellence journey proves that excellence require Management vision and sustained intelligent efforts.
- Excellence need to thought through and should be taken as part of organization's strategic plan.
- Focus should remain on continuous improvement through structured approaches, their systematic deployment and constant refinements.
- Need to keep in mind that approaches / activities and time frames may vary organization to organization and should be adopted /adapted as suits to specific entity.
- TQM and Excellence Models are certainly a good tools / way forward and act as catalyst in pursuing organizational excellence.



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