

# ALMUQARANA

Management Consulting and  
Development



## شركة المقارنة للاستشارات الإدارية والتطوير

مع أكثر من خمسة عشر سنة خبرة ودراية بمختلف المجالات من تدقيق خارجي وداخلي وإدارة المخاطر والتميز المؤسسي والإدارة بالأداء والاستشارات بكافة أنواعها، تم تأسيس شركة المقارنة في العاصمة الأردنية عمان في الثالث عشر من يناير عام 2010، لتكون الشركة المعنية بتقديم خدمات الاستشارات الإدارية والتطوير لجميع أنواع الشركات والمؤسسات الحكومية والخاصة بمختلف القطاعات والبلدان .

شركة المقارنة تم تصنيفها كشركة فردية ما في القانون التجاري الأردني رقم (12) لسنة 1966 وأحكامه .

ماذا تعني المقارنة؟

استمدت الشركة اسمها من كلمة المقارنة والتي تعني بها المقارنة المرجعية/ المعيارية (Benchmarking) في تطبيقات الجودة الشاملة والتميز المؤسسي والتخطيط الاستراتيجي.

فالمقارنة المرجعية/ المعيارية تعني باللغة العربية: الأداة الفعالة والمستمرة التي تعتمد على مبدأ استثمار أفضل الممارسات والتطبيقات في مجالات مختلفة من المنظمات الناجحة والمنافسة، عن طريق تبادل الخبرات والمعرفة، ومقارنة الأداء والنتائج الحالية مع أداء ونتائج المنظمات الرائدة والمشابهة، لتطوير مستوى الخدمات والممارسات الوظيفية .

ولها أسس ومبادئ واستراتيجيات عالمية لتطبيقها وتفعيلها في المؤسسات المختلفة. فهي تعتبر الخطوة الأولى التي نستدل منها على وضعنا الحالي مقابل أفضل الممارسات والتطبيقات الموجودة في السوق وبالتالي يتم على أساسها تحديد الأهداف التي نرجو تحقيقها للارتقاء بالمؤسسات والوحدات التنظيمية .

## About Our Company

With over 15 years in the different types of the external and internal audit, risk management, Business Excellence and corporate performance management consultancy, our ability to add value comes from our experts in transferring skills and methodologies across a variety of industries and sectors segments ALMUQARANAHA for management consulting and development founded in Jordanian capital Amman on the thirteenth of Jan 2010, involved in providing management consulting services and development for governmental and private organizations in various sectors and countries. ALMUQARANAHA is an Arabic name; means "The Benchmarking" in the English language. ALMUQARANAHA is classified "individual company" under Hashemite Kingdome of Jordanian commercial low number (12) for the year (1966) and its rules.

## رؤيتنا

"الفن في تقديم خدمات الاستشارات الإدارية والتطويرية"

### Our Vision

"The art in providing the Consulting and Development services"

## رسالتنا

"تقديم أفضل الحلول وخدمات الاستشارات الإدارية لتطوير وتحسين إدارة الأداء بتميز على المستوى الإداري أولاً ومن ثم على المستوى الفردي للارتقاء بالمعرفة والقدرة الإدارية وتحسينها وتطويرها لتحويلها من الإدارة بالأشخاص للإدارة بالنتائج وتحقيق الأهداف، واستخدام أفضل طرق الإدارة المعاصرة المنبثقة من إدارة الجودة الشاملة وتطبيقات معايير التميز المؤسسي الأوروبي (EFQM) كأساس للتطوير والتحسين.

نعني بالموارد البشرية، المستشارين ذوي الخبرة والمقدرة على تحقيق خدمة العميل بما يتناسب ويتوافق مع معايير التميز والجودة الشاملة."

### Our Mission

Transforming the management of persons to the management by results and objectives, by offering the best management consulting services; to develop and improve the management by excellence, using the best methods and practice of civilized governance which is emanating from the TQM and the European Foundation for Quality Management (EFQM) as basis for development and continuous improvement.

Provide the management with accurate and independent picture about their internal controls and possible risks of their operations, is the main aim of providing the Internal Audit, Governness and Risk Management services.

Dealing with high qualified experts to deliver the consulting services with high professional standards, and meet the customer satisfaction is considering one of ALMUQARANAH main strategic objectives and its principles.

The human resources are the consultants with the required experience and ability to achieve customer requirements as appropriate and in conformity with the standards of excellence and TQM.

## Specialized in:

1. Business Excellence (EFQM)
2. Planning and Strategy
3. Corporate Performance Management  
and Balance Scorecards (KPIs)
4. TQM: ISO 9000, 14000 and other
5. Business Performance Audit
6. Benchmarking/ Best Practices
7. Risk Management and Governance
8. Internal Control Audit
9. Financial accounting and tax services
10. Executive Search
11. Training and workshops

## متخصصين بالأنشطة التالية:

1. التميز المؤسسي (نموذج التميز الأوروبي)
2. التخطيط والإستراتيجية
3. إدارة أداء الشركات و بطاقات الأداء المتوازن (مؤشرات قياس الأداء)
4. إدارة الجودة الشاملة ( أيزو 9000، 14000 وأخرى)
5. تدقيق الأداء المؤسسي
6. المقارنات المعيارية وأفضل الممارسات العالمية
7. إدارة المخاطر وأنظمة الحوكمة
8. التدقيق الداخلي
9. خدمات المحاسبة المالية والضريبية
10. توظيف الأعضاء التنفيذيين
11. عقد الورش التدريبية

## 1. Business Excellence – EFQM

## 1. التميز المؤسسي

AIMUQARANAHA is encouraging the organizations to apply the standards of the European Foundation for Quality Management (EFQM) by providing the required supporting consultancy services in Arabic and English languages which are including:

- Assessing the current internal systems, and report the results to the management with highly transparency and indecently review.
- Providing the required training over the EFQM model standards, focusing on the leadership and strategy.
- Help the management and head of sections to report the right action plan
- Conduct the following up awareness to ensure about the action plan implementation

The achievement of excellence requires total leadership commitment and acceptance of Business Excellence concepts for continuous improvements. The eight aspects are making up the criteria of the EFQM Excellence Model. This model was developed by the EFQM, and is now used by the European organizations and in many other worldwide countries, as a tool for assessing an organization maturity, improving its performance and gaining recognition.

Results Orientations /Customer focus /leadership and Constancy of purpose /Management by processes and facts/ People Development and involvement / Continuous learning, improvement and innovation /Partnership development / corporate social responsibility

The EFQM Excellence Model was introduced as the primary framework for assessing and improving organizations, in order that they might achieve such a sustainable advantage.

Source: [www.EFQM.org](http://www.EFQM.org)

.  
. .  
. .  
. .  
. .  
. .  
. .  
. .  
. .

## 2. Planning and Strategic Management

## 2. إدارة التخطيط والإستراتيجية

The organization's strategy is a vehicle used to implement the organization's mission and vision in order to achieve key goals and objective, AIMUQARANAHA is encouraging the organizations to develop their strategies by providing the required supporting consultancy services in Arabic and English languages which are including:

- Develop and determine the organization vision, mission and strategy for long and short terms.
- Develop and cascade down the strategic objectives from the mission and vision of the organization.
- Provide the management with the required trainings to improve their managing skills and processes to achieve the best business results.
- Help the different levels in the organization to provide the required action plans which must be in line with the achieving of the strategic objectives.

If an organization's members do not understand the strategy, the organization cannot execute the strategy. To bridge the gap between strategy formulation and execution, leaders need to translate the strategy into terms that everyone in the organization can understand and implement.

The translation of a strategy is a process of specifying the general priorities expressed in the strategy so that all members of the organization understand what their individual roles are in achieving the organization's overall goals. An organization's leaders must successfully translate the strategy into terms that everyone in the organization can understand in order for the strategy to become everyone's job.

- .
- .
- .
- .
- .
- .
- .
- .
- .

### 3. Corporate Performance Management إدارة أداء الشركات وبطاقات الأداء المتوازن

Balance scorecards (BSC) - KPIs (Drs. Kaplan and Norton's methodology)

AIMUQARANAHAH is encouraging the organizations to develop and follow the CPM by providing the required supporting consultancy services in Arabic and English languages which are including:

- Transform the management of persons to management by results and objectives,
- Provide the strategic ideas to improve the current management systems
- Develop the BSC/KPIs over all the sections and corporate levels and cascade them down from the Organization strategic objectives.
- Develop KPIs reporting and monitoring systems, and advising about the latest KPIs reporting IT systems around the world.

The CPM is a strategic management system that helps organizations translates their strategies into objectives that drive both behavior and performance. Drive performance Objectives is action statements that create measurable results indicating the success level of executing the strategy.

- The BSC illustrates an organization's strategy in terms that all members of an organization can understand.
- The BSC focuses on and aligns an organization with the organization's strategy.
- The CPM/BSC works because it maximizes an organization's ability to execute strategy. It primarily does this by clearly defining an organization's goals and objectives and by involving people, resources, and processes at every level of the organization through the KPIs as a tool for measuring the Performance of achieving the targets.

#### 4. Total Quality Management Systems

#### 4. أنظمة إدارة الجودة الشاملة

AIMUQARANAHA is encouraging the organizations to develop and follow the Total Quality Management (TQM) standards by providing the required supporting consultancy services in Arabic and English languages which are including:

- Building the internal TQM committees and teams, building the TQM by using the internal skills
- Building the internal and external management processes as per the ISO standards with all its kinds (ISO 9001, 18000, 14000, etc.) as required.
- Giving the required awareness sessions about the TQM and ISO best practices and implementation methods.
- Giving the required workshop trainings about the TQM and customer satisfaction surveys processes and measurement.
- Building the organization processes, procedures and work instructions by focusing on the customers and employee's needs.
- Monitor the implementation and ensure about the company governess systems
- Develop and build the organization Delegation of Authority over all organization processes
- Build the Internal Audit team skills which will be nominated by the management.
- Update the management with the TQM best practices and experiences. (Benchmarking)
- Conduct the Customer satisfaction surveys

## What is Quality?

Quality can be interpreted as "Customer's expressed and implied requirements are met fully". This is a core statement from which some eminent definitions of Quality have been derived. They include: "the totality of features and characteristics of a product or service that bears on its ability to meet a stated or implied need" [ISO, 1994], "fitness for use" [Juran, 1988], and "conformance to requirement" [Crosby, 1979]. It is important to note that satisfying the customers' needs and expectations is the main factor in all these definitions. Therefore it is an imperative for a company to identify such needs early in the product/service development cycle.

The ability to define accurately the needs related to design, performance, price, safety, delivery, and other business activities and processes will place a firm ahead of its competitors in the market. In 1992 Crosby broadened his definition for Quality adding an integrated notion to it: "Quality meaning getting everyone to do what they have agreed to do and to do it right the first time is the skeletal structure of an organization, finance is the nourishment, and relationships are the soul."

### ما المقصود بالجودة؟

يمكن تفسير الجودة على أنها "تلبية متطلبات العميل الصريحة والضمنية بشكل كامل". وهذه عبارة رئيسية أشتقت منها بعض التعريفات البارزة للجودة. وتشمل هذه "مجموع السمات والخصائص لمنتج معين أو خدمة معينة والتي تؤثر على قدرته/قدرتها لتلبية حاجة صريحة أو ضمنية". [الأيزو، 1994]، "والملائمة بغرض الاستخدام" [جوران، 1988]، "ومطابقة المتطلبات" [كروسبي، 1979]. ومن المهم الإشارة إلى أن تلبية احتياجات وتوقعات العملاء هو العامل الرئيسي في جميع هذه التعريفات .

لذلك فإنه يتوجب على الشركة أن تحدد هذه الاحتياجات في مرحلة مبكرة من دورة تطوير المنتج/الخدمة. إذ إن القدرة على التحديد الدقيق للاحتياجات المتعلقة بالتصميم والأداء والسعر والسلامة والتسليم وغير ذلك من النشاطات والعمليات التجارية يضع المنشأة في مقدمة منافسيها في السوق. وقد وسع كروسبي في عام 1992 تعريفه للجودة بإضافة فكرة متكاملة: "الجودة تعني أن يقوم كل شخص بما تم الاتفاق على القيام به وأن يقوموا به بشكل صحيح من المرة الأولى وهذا هو الهيكل الرئيسي للمؤسسة، والأمور المالية بمثابة الغذاء، والعلاقات بمثابة الروح".

Source: <http://www.hkbu.edu.hk/~samho/tqm/tqmex/gurus.htm>

## 5. Business Performance Audit:

## 5. تدقيق الأداء المؤسسي

“The Business Performance Audit is an Independent review to validate the accuracy of the provided information, data and sources of the submitted KPIs reports and action plans, to improve the current strategy and the management monitoring systems” –Tarek Samaha, The Executive Office 2004.

AIMUQARANAH is encouraging the organizations to develop and implement the Business Performance Audit methodology which is following the professional Audit standards to ensure about the KPIs and data accuracy which will be the basis in taking the decisions, by providing the required supporting consultancy services in Arabic and English languages. We mean by:

Independently

The Performance Auditor is reporting directly to the top management without any conflict of interest with fully given authority from the management to review any documents (Policies, processes, procedures, etc.) and files in the organization.

The submitted data:

Are all the KPIs reports and attachments including all the justifications of achieving or not achieving the targets and submitted action plans by the KPIs owners in the organization to the managements.

Improve the strategy

One of the Performance Auditor rules is to issue improvement recommendations over all the Policies, procedures, processes, strategy and management systems in his final report to the Management.

This is new kind of the Audit as we have the Financial External Audit, Operational Internal Audit, ISO Audit, EFQM Assessment and others. The Performance Audit had been identify and established in Dubai – UAE and in the Middle East in 2004, and it is a unique activity which could be implemented in different types of the organizations which are looking for Excellence and improvements in their processes.

.  
.  
.  
.  
.

## 6. Benchmarking

## 6. المقارنة المعيارية

Benchmarking is a measurement of the Quality of an organization's policies, products, programs, strategies, etc., and their comparison with standard measurements, or similar measurements of the best-in-class firms.

AIMUQARANAHA is encouraging the organizations to improve their targets and their processes, The benchmarking is one of two methods to determine the future targets of the company and to improve the company processes and systems by compare the current systems and processes with the best practice and systems available in the international market, so the organization management will be able to determine their strategic targets, by providing the required supporting consultancy services in Arabic and English languages which are including:

- Benchmarking Training,
- Benchmarking facilitation and physical visits, locally and internationally
- Benchmarking studies
- And other special assignments

## 7. Risk Management and Governance System إدارة المخاطر وأنظمة الحوكمة الشركات

A Risk is a Potential Event with Negative Consequences that has Not Happened Yet. However a Risk could also be defined as the event with unforeseen positive consequences.

AIMUQARANAHA is encouraging the organizations to improve and develop their internal risks management systems, Internal Operational Audit and Governness systems, which could help the management to avoid the possible high risks impact and will decrease the business surprises and possibility of taken the wrong decision in investments, by providing the required supporting consultancy services in Arabic and English languages which are including:

- Raising awareness and visibility of risks
- Managing risks by mitigation actions to prevent major disasters
- Preparing for contingency

## 8. Operational Internal Audit

## 8. التدقيق الداخلي

Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

## 9. Financial and Tax Services

## 9. الخدمات المالية والضريبية

Accounting is a business process that is tailor made for outsourcing. Accounting principles are standard throughout the world so there is no communication or cultural gap found in other areas of outsourcing. We offer a wide variety of accounting, finance, payroll and tax outsourcing services to best solve the finance and accounting problems of our clients.

If your books are inaccurate, your business will suffer. For instance, let us help you set-up and maintain a clean general ledger. The general ledger is one of the key elements of your businesses financial records. All of your company's transactions flow through the general ledger, so any inaccuracies or discrepancies adversely affects your entire accounting system.

Let us focus on your back-office accounting needs so you can concentrate on the other areas vital to your company's success. AIMUQARANA offers a variety of full-service accounting plans. Our experienced team gives clients professional accounting services for a fraction of the cost of a full-time CPA. Anytime you have questions or concerns you can pick up the phone and speak to one of our Account Managers to resolve any issues that might arise.

## 10. Executive Research

## 10. توظيف الأعضاء التنفيذيين

Recruiting executives with the exceptional competencies that are at high demand nowadays in our region is a continuous challenge. Accordingly, and through maintaining a wide network of contacts in leading organizations within the region and a comprehensive database for highly qualified professionals coupled by powerful internationally recognized assessment and profiling tools; AIMUQARANAHAH offers its clients a guaranteed service to assist them in attracting, qualifying and hiring top executives using a unique approach in advertising job openings, head hunting, screening, interviewing, profiling, and testing in addition to providing advice on job compensation when needed.

## 11. Training and Workshops

## 11. عقد الورش التدريبية

AIMUQARANAHAH is providing the required trainings and workshops for its clients, to improve the knowledge of the organization leaderships and employees in different subjects to provide their internal and external clients with services exceeding their expectations.

AIMUQARANAHAH with its professional experts do have the capacity to provide you with the right trainings to be ready for future.