

Case Studies

Al Naba Group of companies, Muscat, Oman

Challenges

The Al Naba group consists currently of 4 companies and around 3 associate companies in Oman and have presence in UAE and Qatar. It started during the 1980s. It started as a small facility management company in Muscat, Oman, with around 50 employees and grew to 300 employees around 2004. FINTEQ got involved with the group around 2005. The company was unstructured, lacked governance, was non-profitable and could not tap the potential in the market for growth.

Strategy & Execution

FINTEQ started providing consultancy services around 2005. It conducted an organizational study of the organization to reveal its internal strengths and weaknesses as well its potential to grow in the Oman market and thereby in the neighbouring gulf states.

FINTEQ consultants initially took steps in the operation level. It began by restructuring the organization in transforming from a family-based management to professional management. It first carried out a Skill Gap analysis of its staff. They revised the organogram. This brought out the need for replacement of staff with professionals with qualification and experience. It also provided opportunity for need based recruitment. FINTEQ also introduced position-based gradation structure in line with the competition and implemented a Performance evaluation system for its staff.

The company lacked policies and standard operating procedures, so FINTEQ developed policies and procedures for all the functional areas of the business. For bringing in accuracy and timeliness of business decision making. FINTEQ assisted in implementing a fully integrated Enterprise Resource Management software, which provided integration of all the business processes leading to accurate periodic financial statements and focussed MIS reports in HR, administration, marketing, costing, procurement, inventory, financial reports like profit and loss, Balance sheets and cashflows and site wise, division wise and company wise Job costing and profitability reports every month. This led to timely decision making. It also implemented the Balance scorecard for all its functions which identified Key performance indicators for all its operations and introduced responsibility accounting.

After professionalizing the company, FINTEQ focussed on advising at the strategic level. It restructured the group by establishing Holding company under which all the companies under it became a part. It unlocked the potential of the company to grow vertically and horizontally. For its facility management business, vertically it started unlocking its potential in expansion in different geographical areas and different industry sectors where its presence was not there. It devised a robust costing structure which gave both competitive and comparative advantages, thereby fuelling growth in facility management. Horizontally it unlocked the potential of expansion by diversifying in equipment trading, catering, and construction, which all become successful businesses in time. FINTEQ also encouraged inorganic growth in the field not involved earlier, like manufacturing and mining with partners. FINTEQ also cared to

uplift its brand identity from a sole facility service provider to an integrated business conglomerate providing value added services.

FINTEQ developed and revised the groups long term Strategic plan, monitored its performance on a quarterly basis and made continuous improvements. FINTEQ director Mr Subhankar Patra acted as an Advisor to the Board for more than 10 years.

How it helped

With its long association of more than 17 years, FINTEQ has been successful in installing a professionally managed, growth and profit oriented sustainable business, by right advise at the right time and continuous monitoring. It saw the single company with around 300 people to grow into multiple companies currently employing more than 10000 people. It saw its turnover and profitability rise by over 30 times in these 17 years.