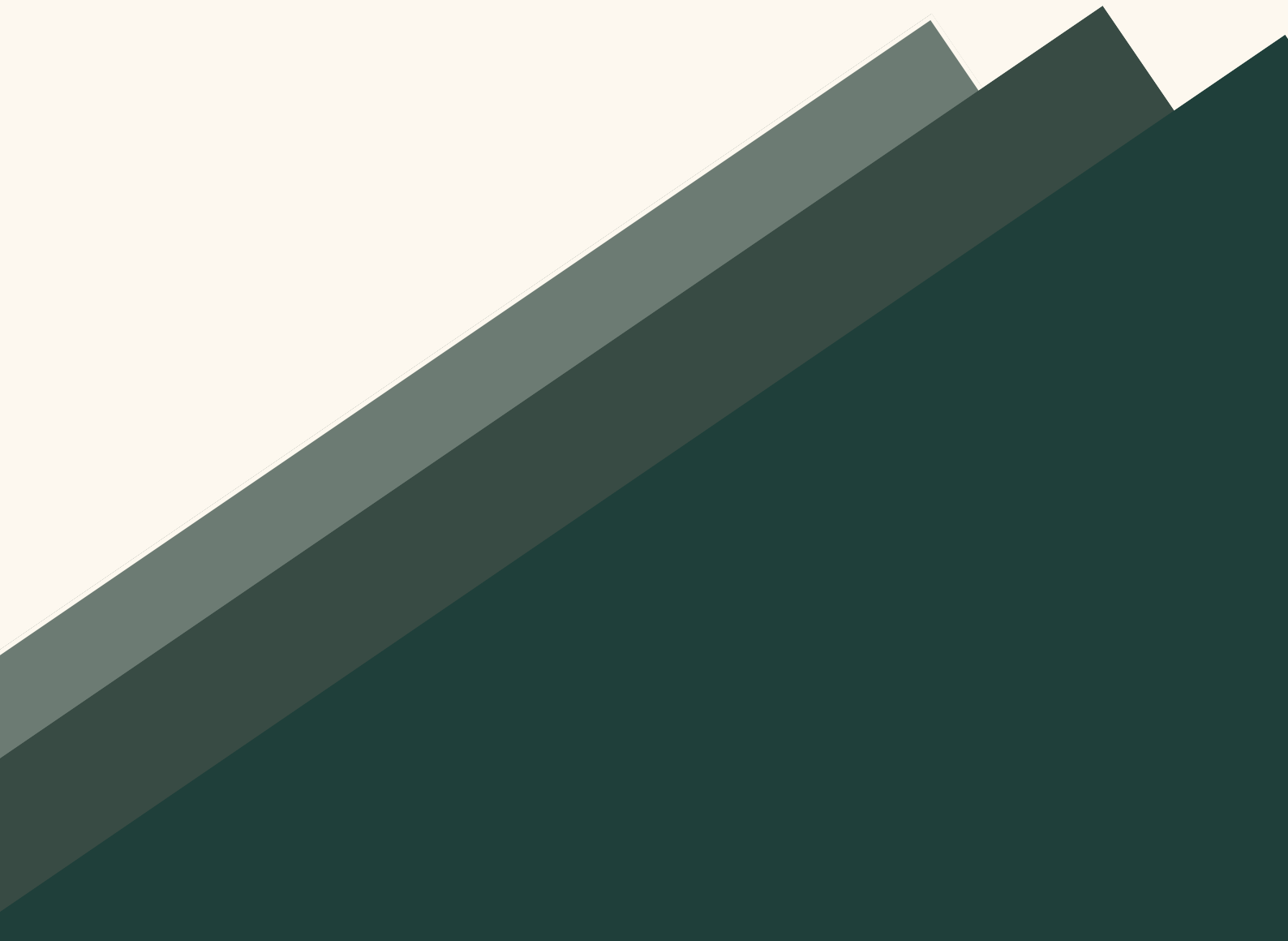# CEI

CIRCULAR EXCELLENCE INSTITUTE

Empowering Circular Impact Through Intelligence & Innovation

About CEI

At Circular Excellence Institute (CEI), we are a driving force in the transition to a circular economy through innovation, intelligence, and practical transformation.

Our Vision

To be the leading institute driving sustainable transformation through excellence and innovation.

Our Mission

To enable organizations and governments to thrive sustainably through consultancy, training, research, benchmarking, and economic analysis.
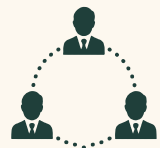
Core Values

Innovation   Excellence   Sustainability   Impact   Responsibility
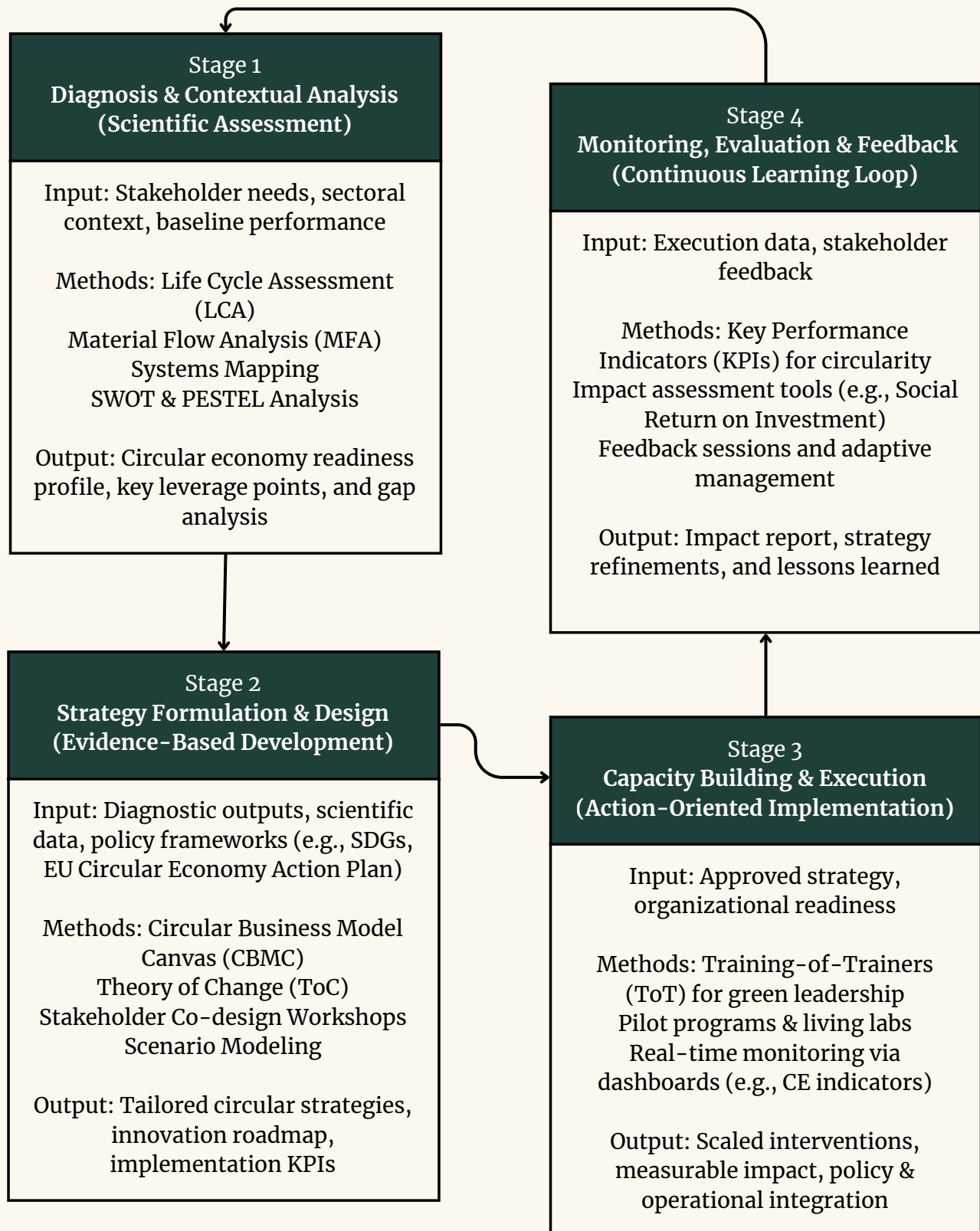
Our Process

Our methodology is built on three key stages

1 In-depth analysis of needs, contexts, and goals.

2 Development of tailored, data-informed strategies.

3 Implementation, capacity building, and tracking.

CEI Methodology

Scientific Process Map

Stage 1
Diagnosis & Contextual Analysis
(Scientific Assessment)

Input: Stakeholder needs, sectoral context, baseline performance

Methods: Life Cycle Assessment (LCA)
Material Flow Analysis (MFA)
Systems Mapping
SWOT & PESTEL Analysis

Output: Circular economy readiness profile, key leverage points, and gap analysis

Stage 4
Monitoring, Evaluation & Feedback
(Continuous Learning Loop)

Input: Execution data, stakeholder feedback

Methods: Key Performance Indicators (KPIs) for circularity
Impact assessment tools (e.g., Social Return on Investment)
Feedback sessions and adaptive management

Output: Impact report, strategy refinements, and lessons learned

Stage 2
Strategy Formulation & Design
(Evidence-Based Development)

Input: Diagnostic outputs, scientific data, policy frameworks (e.g., SDGs, EU Circular Economy Action Plan)

Methods: Circular Business Model Canvas (CBMC)
Theory of Change (ToC)
Stakeholder Co-design Workshops
Scenario Modeling

Output: Tailored circular strategies, innovation roadmap, implementation KPIs

Stage 3
Capacity Building & Execution
(Action-Oriented Implementation)

Input: Approved strategy, organizational readiness

Methods: Training-of-Trainers (ToT) for green leadership
Pilot programs & living labs
Real-time monitoring via dashboards (e.g., CE indicators)

Output: Scaled interventions, measurable impact, policy & operational integration

4

Focus Areas

Sustainability

We help organizations embed sustainability at the core of their operations, aligning with global standards such as SDGs, ESG, and ISO frameworks. Our approach drives long-term value creation, environmental responsibility, and social impact while ensuring regulatory compliance and stakeholder trust.

Circular Economy

We enable the shift from linear to circular models through practical interventions in product design, resource efficiency, waste valorization, and lifecycle optimization. Our methodologies support businesses and governments in achieving resource resilience, economic competitiveness, and zero-waste goals.

Materiality Analysis

We conduct robust materiality assessments to identify, prioritize, and communicate the environmental, social, governance, and economic issues most relevant to your stakeholders and strategic goals. Our services ensure transparency, risk mitigation, and stronger sustainability reporting.

Strategy Formulation and Execution

From vision to execution, we guide organizations in crafting agile, impactful, and measurable strategies. Our end-to-end services include strategy formulation, stakeholder alignment, governance setup, execution roadmaps, and performance monitoring to ensure results are delivered.

Focus Areas
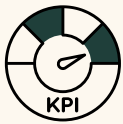
KPI Development, Automation, and Management

We design and implement Key Performance Indicators (KPIs) aligned with your strategy and global standards. Our services include cascading, automation using digital platforms, and capacity building to drive data-driven decisions and continuous improvement across all levels.

Customer Experience: Analysis, Mapping, Alignment & Execution

We deliver end-to-end customer experience (CX) transformation by analyzing current states, mapping journeys, aligning touchpoints, and executing improvements. Our CX approach integrates innovation, service excellence, and feedback mechanisms to boost satisfaction and loyalty.

Process Documentation, Mapping, Automation, and Framework Development

We support organizations in documenting, standardizing, and improving their internal processes. Our services include process mapping, automation readiness assessments, and the development of governance and operating frameworks for enhanced efficiency and accountability.

Economic Studies and Analysis

Our team provides evidence-based economic studies that inform policy, investment, and development decisions. We conduct macroeconomic and microeconomic analyses, market assessments, and impact evaluations to support sustainable growth, competitiveness, and innovation.

Research

Our applied research services equip clients with deep, actionable insights

Services Offered

- Impact Assessment Studies
- Circular Economy Mapping
- Policy & Regulatory Analysis

Outcomes

- Measure Real Impact
- Optimize Resource Use
- Support Compliance Goals

Methodologies

We apply qualitative and quantitative tools to evaluate circular and sustainability impacts.

We use system thinking and value-chain analysis to visualize circular opportunities.

We benchmark international frameworks and assess local policy gaps and opportunities.

Benchmarking

Benchmarking uncovers gaps, highlights strengths, and drives excellence.

Services Offered

- Global Best Practice Reviews
- Circular Maturity Assessments
- Customized Benchmarking Dashboards

Outcomes

- Learn from Leaders
- Track Circular Growth
- Make Data-Driven

Methodologies

We analyze leading frameworks to identify top-performing practices.

We use maturity models to evaluate circularity progress across key areas.

We design tailored dashboards to visualize and compare performance metrics.

Training

We develop talent and expertise through dynamic, focused programs.

Services Offered

- Circular Economy Workshops
- Sustainability Leadership Programs
- KPI & Performance Management Training

Outcomes

- Practical Skill-Building
- Empower Green Leaders
- Enable Smart Decisions

Methodologies

We deliver interactive sessions using real-world circular case studies.

We blend theory, tools, and leadership simulations for applied learning.

We use hands-on exercises to teach KPI design, alignment, and tracking.

CIRCULAR EXCELLENCE INSTITUTE

Consultancy & Advisory

We provide strategic guidance for organizations seeking transformative outcomes.

Services Offered

- Circular Strategy Development
- Sustainability Policy Advisory
- Custom Advisory for Public Entities

Outcomes

- Drive Long-Term Impact
- Ensure Policy Fit
- Accelerate Public Impact

Methodologies

We co-create actionable strategies using circularity frameworks and system design tools.

We analyze policies, benchmark best practices, and support data-driven decision-making.

We align advisory services with national visions and sector-specific transformation goals.

Economic Studies & Insights

We support strategic planning through comprehensive economic analysis.

Services Offered

- Macroeconomic & Sectoral Forecasting: Econometric models for policy, budgeting, and resilience planning.
- Energy Economics: Pricing, regulatory reform, and renewable transition insights.
- Cost-Benefit & Feasibility Studies: Evaluate national projects and private investments.

Outcomes

- Informed policymaking
- Strategic clarity in energy transition
- Smarter public spending

Methodologies

Econometric modeling with EViews, Stata, and SPSS to forecast inflation, GDP, and fiscal outcomes.

Energy and regulatory analysis grounded in real-world data, trends, and policy performance.

Regional and spatial analysis to support development policy, urban planning, and innovation ecosystems.

Our CEI Experts Success Stories

We support strategic planning through comprehensive economic analysis.

Local Content and Nationalization Quality Management Framework

2024 ○ *Agriculture, Forestry, Fishing and Hunting*

Developed and implemented a structured Local Content and Nationalization Quality Management Framework to help a national entity improve economic localization, empower local suppliers, and increase national workforce participation while ensuring quality, compliance, and long-term sustainability.

Key Activities:

- Designed a local content strategy and quality assurance framework, aligned with national policies, Vision 2030 directives, and sectoral regulations
- Developed quality standards and guidelines for local supplier development, talent sourcing, training, and nationalization compliance
- Established KPIs and scorecards to monitor local content contribution in procurement, employment, capacity building, and innovation
- Integrated local content quality controls into existing QMS, procurement, and HR processes, ensuring alignment and traceability
- Built dashboards and reporting templates to track nationalization ratios, training effectiveness, local procurement impact, and supply chain development
- Delivered workshops to build internal capability in quality management, risk mitigation, and stakeholder engagement related to local content

Impact:
The initiative created a measurable, scalable system to govern local content and nationalization objectives. It enabled data-driven decision-making, supplier performance tracking, and strategic alignment with national development goals—all while ensuring quality and operational consistency.

Focus Area:
Local Content | Saudization & Nationalization | Quality Management | Economic Localization | Compliance Monitorin

Leveraging Artificial Intelligence and Machine Learning for Operational Intelligence

2011 ○ *Computer and Electronic Product Manufacturing*

Designed and supported the deployment of an Artificial Intelligence and Machine Learning strategy to unlock data-driven decision-making, enhance automation, and optimize operational performance. The engagement focused on identifying high-impact AI use cases, ensuring ethical integration, and building internal capabilities for scalable adoption.

Key Activities:

- Conducted a readiness and opportunity assessment to identify AI/ML integration gaps across core and support functions
- Developed an AI and ML strategic roadmap, outlining vision, governance, data infrastructure needs, and priority use cases
- Designed and piloted ML models for predictive analytics, customer behavior forecasting, anomaly detection, and operational efficiency improvements
- Integrated AI-driven tools into business workflows such as document processing, service response automation, and asset performance monitoring
- Developed policies on AI ethics, governance, data privacy, and human oversight, ensuring compliance with international best practices (e.g., OECD AI Principles, ISO/IEC 42001)
- Delivered capacity-building programs to develop in-house data science, analytics, and AI product management capabilities

Impact:
The initiative accelerated digital transformation, enabling real-time insights, proactive service delivery, and measurable productivity gains. The organization developed a future-ready infrastructure, laying the foundation for responsible, scalable, and mission-aligned AI adoption.

Focus Area:
AI Strategy | Machine Learning Use Cases | Predictive Analytics | Intelligent Automation | Ethical AI Governance

Our CEI Experts Success Stories

Building a Comprehensive Performance Management Architecture

2025 ◯ *Construction*

Design and implement a full-spectrum Performance Management Architecture. The initiative was critical in aligning strategic direction with operational execution across the entire organization.

Key Deliverables:
- Development of a Balanced Scorecard (BSC) framework across 14 corporate functions and over 40 sections
- Definition of strategic and operational KPIs with clear equations, classifications (efficiency/effectiveness), and reporting frequencies
- Cascading of scorecards from organizational to functional, departmental, and section levels
- Deployment of KPI automation and real-time dashboards via the Kippy Performance Management System
- Integration of financial, customer, process, compliance, and people perspectives in performance tracking

Impact:
The project established a unified performance culture, enhanced strategic alignment, and enabled data-driven decision-making at all levels. With automation in place, now benefits from greater transparency, accountability, and the ability to continuously monitor and improve execution across its business units.

Focus Area:
KPI Development | Strategy Execution | Performance Automation | Organizational Excellence

Building the Foundation for Excellence – 3-Star EFQM Recognition

2020 ◯ *Construction*

Supported a government entity in laying the foundational systems for performance and excellence, culminating in achieving a 3-Star Recognition by EFQM. The initiative focused on introducing structured excellence practices, aligning the organization with EFQM's core principles, and creating a culture of evidence-based improvement.

Key Activities:
- Conducted a diagnostic assessment aligned with the EFQM 2020 Model to benchmark current maturity
- Developed a targeted excellence roadmap to introduce and reinforce key EFQM enablers, including leadership, strategy, and performance measurement
- Supported the creation of an integrated KPI framework aligned with organizational goals and stakeholder expectations
- Prepared the EFQM submission document, including impact stories, process descriptions, and data-backed outcomes
- Delivered staff workshops and simulated assessments to prepare for the external review by EFQM assessors

Impact:
The organization was awarded 3-Star EFQM Recognition, demonstrating progress in embedding excellence principles and establishing robust management practices. This milestone marked the first step in its long-term journey toward operational excellence and higher EFQM recognitions.

Focus Area:
EFQM Maturity | 3-Star Recognition | Performance Foundations | Strategy Alignment | Excellence Enablement

Our CEI Experts Success Stories

Preparing for 5-Star EFQM Recognition – Advancing Organizational Excellence

2020 ◯ Construction

Led a comprehensive excellence transformation program to support an organization in preparing for 5-Star Recognition by EFQM. This phase represented a strategic leap toward advanced performance maturity, where excellence is embedded across leadership, operations, stakeholder value creation, and innovation practices.

Key Activities:

- Conducted an in-depth EFQM maturity gap assessment using RADAR logic and the EFQM 2020 Model
- Updated and realigned the strategy map and operational plans to strengthen integration across the seven EFQM criteria
- Enhanced the KPI ecosystem to include strategic and operational indicators, with a focus on impact, learning, and agility
- Documented robust evidence of excellence, covering governance, stakeholder engagement, sustainability, digital transformation, and results
- Prepared and submitted a detailed EFQM Recognized for Excellence application, and supported simulation assessments, internal awareness, and coordination with EFQM assessors

Impact:
The organization successfully completed its preparation phase, establishing a well-evidenced platform for 5-Star EFQM Recognition. The process significantly improved internal alignment, fostered innovation, and created a resilient framework for excellence-driven growth.

Focus Area:
EFQM 5-Star Readiness | Excellence Maturity | Integrated Strategy Execution | Impact Measurement | Organizational Transformation

Organizational Excellence Maturity Development

2023 ◯ Construction

"supported a major organization in developing its Organizational Excellence Maturity, building internal capabilities, systems, and practices aligned with global excellence frameworks. The initiative aimed to move the entity from reactive performance management to a proactive, value-driven culture of excellence.

Key Activities:

- Conducted a baseline excellence maturity assessment based on the EFQM 2020 Model and national award frameworks (e.g., KAQA)
- Designed a customized excellence roadmap covering leadership, strategy, people, partnerships, innovation, and results
- Developed internal excellence enablers, including KPI frameworks, process documentation, stakeholder engagement systems, and learning mechanisms
- Delivered a series of capacity-building workshops, awareness sessions, and change management interventions
- Supported the development of internal self-assessment tools and reporting templates for continuous improvement

Impact:
The organization progressed significantly on its excellence maturity curve, establishing the foundations for sustainable high performance, service quality, and stakeholder trust. The initiative enhanced its readiness for future excellence certifications and national or international recognition programs.

Focus Area:
Organizational Excellence | Maturity Models | EFQM Framework | Capability Building | Sustainable Performance

14

Our CEI Experts Success Stories

Development of a Comprehensive Sustainability Strategy

2020 ○ Construction

Supported a major organization in developing a forward-looking Sustainability Strategy that integrates environmental, social, and governance (ESG) priorities into its core business model. The project aimed to align the organization with global sustainability frameworks while enhancing its resilience, stakeholder value, and long-term impact.

Key Activities:

- Conducted an in-depth materiality analysis using internal stakeholder workshops, external stakeholder surveys, and ESG relevance mapping in line with GRI and SASB standards
- Defined a clear sustainability vision, mission, and strategic pillars linked to corporate values and national sustainability goals
- Identified and structured strategic initiatives across areas such as climate action, energy efficiency, waste management, employee wellbeing, ethical supply chains, and community engagement
- Developed a comprehensive set of sustainability KPIs, categorized across environmental, social, and governance dimensions
- Established measurable targets and timelines for short-, medium-, and long-term impact, including benchmarking against global peers
- Aligned the sustainability roadmap with international frameworks such as UN SDGs, ISO 26000, and national ESG regulations

Impact:
The strategy positioned the organization as a regional leader in sustainable development. It enabled data-driven decision-making, regulatory readiness, and transparent ESG reporting while creating shared value for internal and external stakeholders.

Focus Area:
Sustainability Strategy | Materiality Assessment | ESG Integration | Strategic KPIs | Climate & Social Impact

Leadership Impact and Technical Competencies Assessment

2025 ○ Construction

Delivered a structured Leadership Impact and Technical Competencies Assessment to support talent development, succession planning, and performance alignment within a major national institution. The project aimed to evaluate leadership influence, assess technical proficiency, and provide data-driven recommendations to strengthen organizational capacity and agility.

Key Activities:

- Developed a tailored competency framework integrating leadership impact, behavioral capabilities, and job-specific technical competencies
- Designed assessment tools including self-assessments, 360-degree feedback, structured interviews, and case-based evaluations
- Conducted customized evaluations for different managerial levels, linking competencies to strategic priorities and departmental mandates
- Generated individual and group-level assessment reports, highlighting strengths, development areas, and leadership readiness
- Mapped outcomes to talent development plans, internal mobility options, and performance improvement strategies
- Delivered capacity-building workshops for HR and leadership teams to internalize the framework and use results for decision-making

Impact:
The assessment enabled the organization to objectively identify high-potential talent, close critical competency gaps, and align leadership behaviors with its evolving mission. It also laid the foundation for a future-ready workforce by integrating competency data into learning, succession, and performance systems.

Focus Area:
Leadership Development | Competency Frameworks | Talent Assessment | Workforce Planning | Capacity Building

Our CEI Experts Success Stories

Strategic and Operational KPIs Analysis for Performance Optimization

2022 ◯ Construction

Structured analysis of strategic and operational KPIs to evaluate their relevance, alignment, and impact on organizational performance. The goal was to enhance decision-making, improve performance visibility, and ensure meaningful measurement of strategic execution and day-to-day operations.

Key Activities:

- Diagnostic review of existing KPIs to assess alignment with strategy and operational objectives
- Identification of gaps, redundancies, and misaligned indicators across corporate and departmental levels
- Classification of KPIs by efficiency and effectiveness, with recommendations for standardization and consolidation
- Development of a refined KPI catalogue with defined equations, data sources, reporting frequency, and ownership
- Integration of findings into a streamlined performance governance model supported by automation

Impact:
The engagement provided a clear performance landscape, enabling leadership to focus on what truly drives results. By optimizing the KPI set and ensuring alignment with strategic pillars and operational functions, the organization strengthened its capacity for proactive management, accountability, and continuous performance enhancement.

Focus Area:
KPI Analysis | Strategic Alignment | Operational Effectiveness | Performance Optimization

Development of Higher Education Policy and Strategy Aligned with UN-SDGs

2022 ◯ Construction

Supported a national education authority in designing a transformative Higher Education Policy and Strategy aimed at equipping academic institutions to drive inclusive, equitable, and sustainable development in alignment with the United Nations Sustainable Development Goals (UN-SDGs). The initiative aimed to reimagine the role of higher education in building knowledge-based, socially responsible economies.

Key Activities:

- Conducted extensive policy research and stakeholder consultations with universities, students, employers, and government bodies
- Developed a higher education strategy framework with pillars focused on access & inclusion (SDG 4), gender equality (SDG 5), innovation (SDG 9), climate action (SDG 13), and partnerships (SDG 17)
- Created a policy document outlining vision, principles, governance structures, regulatory mechanisms, and funding models for the higher education sector
- Aligned academic program outcomes and research agendas with relevant SDGs, promoting transdisciplinary collaboration and local impact
- Developed performance indicators and KPIs to monitor progress across institutions, including graduate employability, research impact, and sustainability integration
- Proposed a national SDG-academic engagement framework to promote university contributions to societal challenges

Impact:
The policy and strategy positioned higher education as a central driver of sustainable development, innovation, and social mobility. It provided a clear roadmap for aligning academic missions with global goals and enabled long-term, measurable contributions from the sector to national and international priorities.

Focus Area:
Higher Education Reform | SDG Alignment | Policy Development | Strategy Planning | Academic Sustainability

Our CEI Experts Success Stories

Strategic and Operational KPI Framework for Performance Excellence

2022 ◯ *Construction*

Develop an integrated KPI framework that spans strategic and operational levels across a large-scale organization in the contracting and investment sector. The objective was to institutionalize a performance-driven culture and ensure measurable alignment with strategic priorities.

Key Deliverables:

- Design of a Balanced Scorecard-aligned KPI structure covering financial, customer, internal process, and people dimensions
- Development of strategic KPIs reflecting vision execution and long-term performance outcomes
- Cascading of operational KPIs across departments and sections to ensure vertical alignment and local accountability
- Definition of each KPI with a standardized format including equation, data source, frequency, ownership, and efficiency/effectiveness classification
- Integration of KPIs into a centralized performance monitoring and automation system

Impact:
The new KPI architecture provided clarity on performance expectations at all organizational levels. It enabled decision-makers to track progress against goals, enhanced cross-functional coordination, and laid the foundation for continuous improvement through real-time data visibility.

Focus Area:
KPI Development | Strategy Execution | Operational Alignment | Performance Measurement

Strategic and Operational KPI Framework for Performance Excellence

2025 ◯ *Health Care and Social Assistance*

Supported a national education authority in designing a transformative Higher Education Policy and Strategy aimed at equipping academic institutions to drive inclusive, equitable, and sustainable development in alignment with the United Nations Sustainable Development Goals (UN-SDGs). The initiative aimed to reimagine the role of higher education in building knowledge-based, socially responsible economies.

Key Activities:

- Conducted extensive policy research and stakeholder consultations with universities, students, employers, and government bodies
- Developed a higher education strategy framework with pillars focused on access & inclusion (SDG 4), gender equality (SDG 5), innovation (SDG 9), climate action (SDG 13), and partnerships (SDG 17)
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Focus Area:
Higher Education Reform | SDG Alignment | Policy Development | Strategy Planning | Academic Sustainability

Our CEI Experts Success Stories

Building a Comprehensive Organizational Innovation Framework

2024 ○ *Management of Companies and Enterprises*

Supported a progressive entity in establishing a robust and structured Organizational Innovation Framework to embed innovation across all layers of the organization. The initiative aimed to institutionalize innovation as a strategic capability—governed by clear processes, supported by an enabling ecosystem, and measured through well-defined KPIs.

Key Activities:

- Designed a comprehensive Innovation Governance Framework covering policies, roles, resources, and decision structures
- Developed a full Innovation Ecosystem Model connecting internal teams, external partners, academia, and startups
- Established Innovation Management Processes including ideation, screening, development, pilot testing, implementation, and scaling
- Introduced a Patenting and Intellectual Property Management Framework to encourage protection and commercialization of innovative outputs
- Created an Innovation KPIs Catalogue including input, process, output, and impact indicators—classified by efficiency and effectiveness
- Developed detailed procedures and process maps to operationalize innovation practices across departments

Impact:
The engagement enabled the organization to transition from ad-hoc initiatives to a systemized, measurable, and scalable innovation environment. It enhanced the organization's ability to generate, evaluate, and implement impactful ideas while fostering a culture of continuous creativity and structured experimentation.

Focus Area:
Innovation Strategy | Ecosystem Design | Innovation Management | IP & Patenting | Innovation KPIs

Enhancing Procurement and Logistics Operations through Strategic Frameworks and KPIs

2012 ○ *Manufacturing*

Supported the transformation of procurement and logistics operations by developing a structured Procurement and Logistics Framework that enhances transparency, efficiency, cost control, and supplier performance. The initiative aimed to empower procurement and logistics specialists with best-in-class tools, processes, and KPIs.

Key Activities:

- Conducted an end-to-end diagnostic review of current procurement and logistics practices, identifying inefficiencies, risks, and compliance gaps
- Developed a comprehensive procurement and logistics policy and strategy, aligned with international standards (e.g., ISO 20400 for sustainable procurement)
- Designed and mapped core processes including sourcing, tendering, vendor evaluation, order fulfillment, warehousing, and distribution
- Established a set of operational and strategic KPIs to track cost savings, lead times, inventory accuracy, supplier reliability, contract compliance, and procurement cycle times
- Introduced automation recommendations and ERP alignment for procurement workflows, approvals, and logistics tracking
- Delivered tailored training programs to build specialist competencies in strategic sourcing, negotiation, inventory planning, and risk management

Impact:
The project resulted in streamlined operations, improved procurement planning, enhanced supplier relationships, and greater cost transparency. It empowered procurement and logistics specialists to operate with strategic foresight and contribute directly to organizational performance and value creation.

Focus Area:
Procurement Strategy | Logistics Optimization | Process Documentation | KPI Monitoring | Supply Chain Performance

18

Our CEI Experts Success Stories

Operational Excellence through Structured Planning and Performance Metrics

2024 ◯ *Other Services (except Public Administration)*

Design and implement a robust Operational Planning Framework aligned with the company's strategic vision. The objective was to ensure executional clarity, performance accountability, and measurable progress across key business functions.

Key Deliverables:

- Development of a comprehensive operational plan linked to strategic objectives
- Identification, structuring, and prioritization of strategic initiatives for all major departments
- Creation of SMART KPIs for each initiative, classified by efficiency and effectiveness, and embedded in the Balanced Scorecard structure
- Standardization of KPI equations, definitions, owners, and frequencies to enable accurate monitoring and reporting
- Preparation of executive dashboards for initiative tracking and performance governance

Impact:
The engagement enabled to convert strategic intent into executable operational plans, supported by a structured set of KPIs and initiatives. It created transparency in progress tracking, empowered teams with accountability, and strengthened alignment between operational execution and strategic direction.

Focus Area:
Operational Planning | Initiative Management | KPI Engineering | Execution Enablement

Strategic and Operational KPI Framework for Performance Excellence

2025 ◯ *Professional and Business Services*

Develop an integrated KPI framework that spans strategic and operational levels across a large-scale organization in the contracting and investment sector. The objective was to institutionalize a performance-driven culture and ensure measurable alignment with strategic priorities.

Key Deliverables:

- Design of a Balanced Scorecard-aligned KPI structure covering financial, customer, internal process, and people dimensions
- Development of strategic KPIs reflecting vision execution and long-term performance outcomes
- Cascading of operational KPIs across departments and sections to ensure vertical alignment and local accountability
- Definition of each KPI with a standardized format including equation, data source, frequency, ownership, and efficiency/effectiveness classification
- Integration of KPIs into a centralized performance monitoring and automation system

Impact:
The new KPI architecture provided clarity on performance expectations at all organizational levels. It enabled decision-makers to track progress against goals, enhanced cross-functional coordination, and laid the foundation for continuous improvement through real-time data visibility.

Focus Area:
KPI Development | Strategy Execution | Operational Alignment | Performance Measurement

Our CEI Experts Success Stories

Strategy and Performance Management System Implementation

2016 ○ *Professional and Business Services*

Designed and implemented a complete Strategy and Performance Management System to help a large-scale organization drive alignment, accountability, and measurable results across its business units. The initiative ensured that strategic priorities were translated into actionable goals with clearly defined performance expectations at all levels.

Key Components:

- Formulation of a strategic framework encompassing vision, mission, strategic pillars, and corporate objectives
- Design and deployment of an enterprise-level Balanced Scorecard (BSC) with strategic and operational perspectives
- Development and cascading of KPIs and targets across functional and departmental levels, ensuring consistency and alignment
- Establishment of performance ownership, standard definitions, measurement equations, and reporting governance
- Integration with a digital performance system for real-time monitoring, reporting, and executive decision support

Impact:
The system institutionalized a culture of strategic discipline and performance excellence. It enabled the organization to track progress, manage performance gaps, and continuously adapt to internal and external changes, enhancing agility and long-term value creation.

Focus Area:
Strategy Development | Performance Management | BSC Implementation | KPI Cascading | Digital Monitoring

Global Secondary Benchmarking Reporting for the Utility Sector

2016 ○ *Professional and Business Services*

Led a global secondary benchmarking initiative to evaluate performance, efficiency, and service delivery across the electricity, water, and gas sectors. The objective was to provide a robust, data-driven basis for policy development, operational improvements, and strategic investments by benchmarking against global best practices.

Key Activities:

- Identification and analysis of global utility leaders and best-performing countries in each utility domain
- Development of a benchmarking framework with KPIs across reliability, sustainability, affordability, innovation, customer service, and regulatory compliance
- Collection and validation of secondary data from public databases, reports, international indices, and regulatory disclosures
- Comparative analysis across regional peers, global leaders, and sector-specific benchmarks
- Delivery of a comprehensive benchmarking report with insights, gaps, and strategic recommendations tailored to the local context

Impact:
The benchmarking report provided strategic stakeholders with a clear view of their global position, key performance gaps, and high-impact improvement opportunities. It served as a foundational tool for reform planning, innovation targeting, and global competitiveness in utility performance.

Focus Area:
Benchmarking Analysis | Utility Sector Performance | Global Best Practices | Strategic Reporting | Sectoral Competitiveness

Our CEI Experts Success Stories

Benchmarking Smart City Practices and KPIs for Urban Excellence

2018 ◯ *Professional and Business Services*

Conducted a comprehensive benchmarking study on Smart City practices and KPIs, assessing global leaders across innovation-driven urban ecosystems. The study aimed to provide actionable insights on how cities integrate technology, sustainability, and citizen-centric solutions to drive smart transformation.

Key Activities:

- Development of a Smart Cities benchmarking framework based on leading global models (e.g., ISO 37122, G20 Smart Cities Alliance, EU Smart City Lighthouse)
- Identification and analysis of top-performing smart cities across regions including Europe, Asia, and North America
- Benchmarking of critical KPIs across mobility, energy, water, waste, ICT infrastructure, citizen engagement, and environmental sustainability
- Review of governance models, digital platforms, and data strategies supporting smart city success
- Preparation of a strategic report with gaps, opportunities, and best practice recommendations for local application

Impact:
The benchmarking study empowered urban development stakeholders with a clear understanding of global trends, innovative practices, and performance metrics that define smart city success. The output became a strategic guide for transforming urban areas into intelligent, resilient, and sustainable ecosystems.

Focus Area:
Smart Cities | Global Benchmarking | Urban Innovation | Performance Indicators | Sustainable Urban Development

Designing an Innovation in Public Service Award Program

2015 ◯ *Professional and Business Services*

Led the design and development of a national Innovation in Public Service Award to recognize and institutionalize innovation practices across government entities. The award aimed to celebrate impactful innovations that improved service delivery, enhanced efficiency, and created public value, while also embedding a culture of innovation across the public sector.

Key Activities:

- Developed the award vision, objectives, and governance model, aligned with national innovation strategies
- Designed a comprehensive evaluation framework based on global best practices (e.g., OECD, UNDP, EFQM Innovation Lens), covering idea generation, implementation, impact, scalability, and sustainability
- Defined award categories across digital transformation, citizen-centric services, process innovation, and collaborative innovation
- Created assessment tools and scoring rubrics, including weightings, benchmarks, and criteria-specific guidance
- Developed the full submission process, timelines, digital portal requirements, and guidelines for applicants and assessors
- Trained internal and external jury panels and facilitated simulation assessments to ensure fairness and consistency

Impact:
The award program created a nationwide platform to spotlight innovation success stories in government and encourage cross-entity learning and collaboration. It served as a catalyst for embedding innovation into public service culture and aligning institutional efforts with broader transformation goals.

Focus Area:
Public Sector Innovation | Award Program Design | Evaluation Framework | Government Excellence | Innovation Recognition

21

Our CEI Experts Success Stories

Managing a National Innovation in Public Service Award

2014 ◯ *Professional and Business Services*

"managed the full cycle of a prestigious Innovation in Public Service Award, designed to honor outstanding innovation initiatives across government entities. The objective was to promote a culture of creativity, recognize transformative public service delivery, and institutionalize innovation excellence across the public sector.

Key Activities:

- Oversaw the entire award management lifecycle, from promotion, registration, and submission to evaluation and final recognition
- Provided technical support to applicants, including briefing sessions, guidelines, FAQs, and one-on-one consultations
- Managed a national digital platform for submission and evaluation, ensuring accessibility, transparency, and security
- Coordinated a pool of qualified assessors and jury members, ensuring objective, criteria-based evaluation and calibration
- Led the shortlisting, site visits, documentation verification, and final scoring processes
- Supported the recognition event, including reporting, communications, and knowledge-sharing documentation

Impact:
The award became a national benchmark for innovation in government, recognizing over 100 innovation initiatives and significantly increasing innovation engagement across ministries and agencies. The initiative contributed to embedding innovation governance, fostering inter-agency learning, and elevating public trust through impactful service transformation.

Focus Area:
Innovation Management | Government Awards | Public Sector Excellence | Evaluation and Recognition | National Transformation"

Mystery Shopper Strategy and Operations Management

2023 ◯ *Professional and Business Services*

Designed and managed a comprehensive Mystery Shopper Program to evaluate and improve service quality across a wide range of public-facing government entities. The goal was to establish a structured and credible mechanism to measure customer experience, identify service gaps, and drive institutional service excellence.

Key Activities:

- Developed a national mystery shopper strategy aligned with customer experience standards and public service charters
- Designed evaluation frameworks and mystery shopper scenarios across in-person, digital, and call center channels
- Managed the recruitment, training, and deployment of thousands of mystery shoppers across all regions
- Established governance protocols for visit validation, photographic evidence, escalation of violations, and service recovery actions
- Produced automated dashboards and executive reports, linking mystery shopper data to KPI frameworks and service improvement plans
- Conducted periodic performance reviews, training workshops, and alignment meetings with participating government entities

Impact:
The program institutionalized a data-driven approach to service quality monitoring, influencing policy improvements and driving measurable enhancements in customer satisfaction. It also empowered government entities with actionable insights and ensured service accountability on the front lines.

Focus Area:
Mystery Shopper Program | Customer Experience | Public Service Evaluation | Field Operations | Service Quality Governance

Our CEI Experts Success Stories

Maturity Model Development and Operations Management for Tourism Sector Workforce Attractiveness

2023 ○ *Professional and Business Services*

Led the development and operationalization of a Maturity Model to assess and enhance the attractiveness of employment in the tourism sector. The initiative aimed to support national strategies for workforce localization, talent retention, and sector growth by identifying key enablers and barriers to employment appeal within the industry.

Key Activities:

- Designed a customized maturity model with levels ranging from emerging to leading practices, structured across core dimensions such as working conditions, career growth, employer branding, training opportunities, and employee engagement
- Developed sector-specific KPIs and assessment tools to measure attractiveness from both employer and employee perspectives
- Conducted field assessments, surveys, and benchmarking studies with public and private tourism sector stakeholders
- Managed the full operations cycle, including data collection, validation, scoring, and institutional engagement
- Produced a national-level report with findings, maturity scores, comparative insights, and actionable recommendations to improve sector appeal
- Supported policy formulation and program design based on model insights

Impact:
The model provided tourism policymakers and employers with a structured, data-driven approach to understand and improve the attractiveness of tourism careers. It fostered evidence-based decision-making and supported the development of long-term talent strategies for one of the fastest-growing sectors in the economy.

Focus Area:
Maturity Modeling | Workforce Attractiveness | Tourism Sector Development | Employment Strategy | Operational Research

Entertainment Outlets Analysis, Nationwide Scanning, and Operations Management

2022 ○ *Professional and Business Services*

Led a large-scale, data-driven initiative to analyze and manage the scanning operations of entertainment outlets across multiple regions. The purpose was to create a national database, assess compliance, map service gaps, and support evidence-based planning for sector development and regulatory oversight.

Key Activities:

- Developed a structured taxonomy and classification system for entertainment outlets, including categories, service types, licensing status, and geographic distribution
- Designed and deployed a nationwide scanning and field data collection operation, covering dozens of cities and thousands of outlets
- Managed a team of trained field enumerators and data validators, ensuring high coverage, data accuracy, and real-time tracking
- Created customized data collection tools, dashboards, and reporting formats, including photographic evidence and outlet profiles
- Analyzed key indicators such as compliance rates, service quality levels, spatial concentration, infrastructure readiness, and workforce characteristics
- Produced a detailed sector report with insights, trends, regional disparities, and strategic recommendations

Impact:
The initiative provided stakeholders with a comprehensive national map of the entertainment ecosystem, including verified data and operational insights. It enabled smarter policymaking, investment planning, and sectoral support while ensuring regulatory alignment and strategic growth of the entertainment economy.

Focus Area:
Field Operations | Sector Mapping | Entertainment Industry Analysis | Data-Driven Oversight | Infrastructure & Service Readiness

23

Our CEI Experts Success Stories

Crafts and Craftsmen Scan and Operations Management

2024 ○ *Professional and Business Services*

Executed a nationwide initiative to scan, document, and operationally manage the mapping of crafts and craftsmen across all regions. The project aimed to preserve cultural heritage, support the creative economy, and build a national database to inform policy, investment, and training programs.

Key Activities:

- Designed a comprehensive crafts classification system, including categories of crafts, materials, techniques, heritage value, and regional uniqueness
- Managed full-scale field operations across all administrative regions, covering in-person interviews, photographic documentation, and GPS-tagged profiling of craftsmen and workshops
- Deployed trained field teams and digital tools to ensure real-time data capture, verification, and quality control
- Developed a dynamic and searchable national registry of crafts and craftsmen, with filters by craft type, region, skill level, and practice sustainability
- Analyzed data to identify at-risk crafts, generational gaps, training needs, and market access challenges
- Produced a national-level crafts sector report, highlighting opportunities for preservation, commercialization, and ecosystem development

Impact:
The initiative provided the most comprehensive, validated map of crafts and craftsmen in the country's history. It informed strategic decisions on cultural preservation, tourism integration, funding programs, and artisan development, while creating the foundation for a sustainable crafts ecosystem.

Focus Area:
Cultural Mapping | Crafts Documentation | Creative Economy | Field Operations | Heritage Sector Development

Development of an Excellence in Public Customer Service Award

2014 ○ *Professional and Business Services*

Developed a national Excellence in Public Customer Service Award to recognize and promote outstanding service delivery practices across government entities. The initiative aimed to institutionalize a culture of citizen-centric service, elevate service quality standards, and encourage innovation in public sector customer experience.

Key Activities:

- Defined the award vision, mission, and strategic objectives, aligned with national service transformation goals and international standards (e.g., ISO 23592, EFQM, OECD)
- Designed a multi-tier evaluation framework, covering accessibility, efficiency, responsiveness, empathy, digital integration, and citizen satisfaction
- Developed award categories and scoring criteria to accommodate front-line service centers, digital platforms, and multi-channel service providers
- Created comprehensive submission templates, evidence requirements, and user-friendly guidance materials
- Designed and deployed the evaluation process, including jury training, calibration workshops, and assessment moderation tools
- Developed a communication strategy to promote the award, celebrate winners, and share best practices nationally

Impact:
The award became a flagship initiative in public sector service excellence, motivating government entities to embed customer-centric values, improve service standards, and foster healthy competition. It also served as a platform for recognizing role models and sharing replicable service success stories.

Focus Area:
Customer Service Excellence | Award Design | Public Sector Innovation | Citizen Experience | Evaluation Frameworks

24

Our CEI Experts Success Stories

Managing the Excellence in Public Customer Service Award

2015 ○ *Professional and Business Services*

Management and execution of a national Excellence in Public Customer Service Award, aimed at recognizing and scaling exceptional service practices across government entities. The program was designed to elevate customer experience standards, encourage service innovation, and reward frontline excellence.

Key Activities:

- Operated the full award lifecycle, including promotion, application support, submission validation, and public engagement
- Managed a secure digital submission and evaluation platform, enabling real-time tracking, document handling, and multi-level jury access
- Coordinated a pool of qualified assessors and jury members, delivering training, calibration, and conflict-of-interest protocols
- Conducted field visits, service audits, and citizen feedback reviews as part of the multi-method evaluation process
- Produced entity-specific evaluation reports with recommendations and improvement roadmaps
- Organized the recognition ceremony, report publications, and knowledge-sharing workshops to cascade best practices

Impact:
The award process drove measurable improvements in service delivery, increased inter-agency benchmarking, and enhanced visibility of outstanding public service achievements. Entities used feedback from the award to drive reforms, upgrade service channels, and strengthen citizen trust.

Focus Area:
Customer Service Awards | Public Sector Excellence | Service Evaluation | Operational Governance | Recognition Management

Development of CSR Policy, Strategy, KPI Framework, and Strategic Initiatives Portfolio

2019 ○ *Professional and Business Services*

Led the full development of a robust Corporate Social Responsibility (CSR) framework, aimed at embedding social value creation into the organizational mission. The engagement covered the end-to-end design of CSR governance, strategy, performance measurement, and community-driven initiative planning.

Key Activities:

- Developed a clear and actionable CSR policy aligned with national development priorities, ESG frameworks, and the organization's core values
- Structured a CSR strategy with defined impact areas such as education, environment, health, social inclusion, and volunteering
- Designed a KPI framework to monitor social investments, engagement levels, outcome effectiveness, and impact sustainability
- Built a diversified portfolio of CSR initiatives, including short-term campaigns and long-term flagship programs in collaboration with NGOs, academic institutions, and public agencies
- Introduced a governance model to manage partnerships, budgeting, reporting, and stakeholder communication
- Established performance monitoring mechanisms and annual reporting templates aligned with international standards (e.g., GRI, ISO 26000)

Impact:
The organization gained a structured, transparent, and accountable CSR system that translated its values into measurable societal contributions. The strategy strengthened brand equity, community trust, and employee engagement while positioning the entity as a responsible corporate leader.

Focus Area:
CSR Strategy | Policy Development | KPI Framework | Community Engagement | Social Impact Measurement

Our CEI Experts Success Stories

Development of Succession Planning Guide and Toolkit

2024 ○ *Professional and Business Services*

Developed a practical and scalable Succession Planning Guide and Toolkit to enable organizations to ensure leadership continuity, mitigate talent risks, and build future-ready teams. The initiative aimed to professionalize talent pipeline management and embed succession planning as a core HR and strategic function.

Key Activities:

- Designed a succession planning framework based on best practices from ISO 30414, CIPD, and public sector talent models
- Developed a detailed operational guidebook, covering roles and responsibilities, risk analysis, readiness assessment, and governance protocols
- Created tools for position criticality mapping, talent segmentation, leadership potential assessment, development planning, and scenario planning
- Integrated templates and dashboards for tracking readiness levels, pipeline strength, and succession coverage across organizational levels
- Delivered training sessions for HR teams and line managers on how to apply the guide and tools in day-to-day planning
- Provided change management support to embed succession planning into performance reviews, promotions, and strategic workforce planning

Impact:
The guide and toolkit provided the organization with a sustainable, competency-based approach to succession. It enhanced internal mobility, reduced leadership gaps, and supported long-term organizational resilience through proactive planning and structured development.

Focus Area:
Succession Planning | Talent Risk Management | Workforce Continuity | Leadership Pipeline | HR Strategy Enablement

Cascading KPIs from Strategy to Individual Accountability

2024 ○ *Professional and Business Services*

Implemented a structured KPI cascading model to align strategic objectives with departmental, functional, and individual performance. The goal was to create a clear line of sight from corporate vision down to daily responsibilities, fostering ownership, transparency, and measurable contribution at every level of the organization.

Key Activities:

- Translation of strategic objectives into a Balanced Scorecard with SMART KPIs
- Cascading of KPIs across corporate, departmental, sectional, and individual performance levels
- Definition of each KPI with detailed equations, targets, ownership, and classification (efficiency vs. effectiveness)
- Alignment of individual objectives and KPIs with functional scorecards to ensure contribution to higher-level goals
- Integration with a performance appraisal system for fair evaluation and continuous development

Impact:
This cascading approach enabled seamless alignment between strategy and execution. By linking individual contributions to enterprise-wide priorities, the organization enhanced employee engagement, improved performance visibility, and institutionalized a culture of strategic accountability.

Focus Area:
KPI Cascading | Individual Performance Alignment | Strategic Execution | Balanced Scorecard | Accountability Framework

Our CEI Experts Success Stories

EFQM-Validated Strategy and Performance Excellence Framework

2022 ◯ *Rail Transportation*

Designed and implemented a comprehensive Strategy and Performance Excellence Framework aligned with the EFQM Model. The framework was externally validated by EFQM assessors, confirming its compliance with international excellence standards. The project aimed to drive a culture of continuous improvement, stakeholder value creation, and strategic impact.

Key Components:

- Development of an integrated strategy management system, aligning purpose, vision, and strategic priorities with operational execution
- Structuring of organizational enablers and results domains in accordance with the EFQM 2020 model
- Establishment of a KPI framework, including financial, customer, operational, and people indicators, cascaded to departmental levels
- Documentation of processes, governance mechanisms, and stakeholder engagement models
- Submission of a detailed EFQM assessment file and facilitation of on-site evaluations by certified assessors

Impact:
The organization achieved external recognition through EFQM validation, demonstrating maturity in leadership, strategic alignment, performance measurement, and stakeholder-focused delivery. The framework now serves as a foundation for ongoing excellence and international benchmarking.

Organizational Excellence Preparation for KAQA Award

2024 ◯ *Rail Transportation*

Led a full-scale organizational transformation and readiness project to support a major public-sector entity in its pursuit of the King Abdulaziz Quality Award (KAQA). The initiative aimed to align the organization with the KAQA Excellence Model, elevate performance maturity, and build sustainable capabilities in quality and excellence.

Key Activities:

- Conducted a comprehensive KAQA readiness assessment, mapping gaps against award criteria
- Facilitated the development of a self-assessment report (SAR) covering leadership, strategy, performance, partnerships, and enablers
- Supported the organization in evidence compilation, document structuring, and impact demonstrations aligned with KAQA guidelines
- Delivered internal capacity-building workshops on excellence practices, documentation, and mock evaluations
- Guided the organization throughout the official submission process, including follow-ups with KAQA assessors and audit teams

Impact:
The organization successfully completed its award submission with a clear and structured application validated by internal and external reviews. The engagement not only positioned it competitively for the award but also embedded a strong foundation for continuous improvement and long-term excellence.

Focus Area:
KAQA Preparation | Organizational Excellence | Self-Assessment | Quality Award Readiness | National Recognition

27

Our CEI Experts Success Stories

Achieving 4-Star Recognition by EFQM for Performance and Excellence

2025 ◯ *Rail Transportation*

Supported a public-sector organization in its excellence journey, culminating in a prestigious 4-Star Recognition by EFQM. The project focused on embedding the EFQM Model into the organization's strategy, operations, and culture, with a goal of achieving measurable excellence and external validation.

Key Activities:

- Conducted a baseline maturity assessment using the EFQM 2020 Model to identify strengths and areas for improvement
- Developed a tailored excellence roadmap aligned with EFQM's seven criteria, including leadership, strategy, and stakeholder value
- Designed and implemented a performance measurement framework, integrating strategic KPIs and enabler indicators
- Prepared a detailed EFQM submission document (RADAR-based), supported by evidence of impact and continuous improvement
- Facilitated internal awareness sessions, simulated assessments, and coordination with EFQM assessors during the evaluation process

Impact:
The organization received 4-Star EFQM Recognition, validating its commitment to structured strategy execution, stakeholder engagement, and sustainable performance. The recognition served as a catalyst for deeper cultural transformation and ongoing excellence enhancement.

Focus Area:
EFQM Excellence | Organizational Maturity | 4-Star Recognition | Strategy Implementation | Continuous Improvement

Organizational Excellence Maturity Development

2023 ◯ *Service-Providing Industries*

Supported a major organization in developing its Organizational Excellence Maturity, building internal capabilities, systems, and practices aligned with global excellence frameworks. The initiative aimed to move the entity from reactive performance management to a proactive, value-driven culture of excellence.

Key Activities:

- Conducted a baseline excellence maturity assessment based on the EFQM 2020 Model and national award frameworks (e.g., KAQA)
- Designed a customized excellence roadmap covering leadership, strategy, people, partnerships, innovation, and results
- Developed internal excellence enablers, including KPI frameworks, process documentation, stakeholder engagement systems, and learning mechanisms
- Delivered a series of capacity-building workshops, awareness sessions, and change management interventions
- Supported the development of internal self-assessment tools and reporting templates for continuous improvement

Impact:
The organization progressed significantly on its excellence maturity curve, establishing the foundations for sustainable high performance, service quality, and stakeholder trust. The initiative enhanced its readiness for future excellence certifications and national or international recognition programs.

Focus Area:
Organizational Excellence | Maturity Models | EFQM Framework | Capability Building | Sustainable Performance

Our CEI Experts Success Stories

Strategy and Performance Maturity Audit for Organizational Excellence

2021 ◯ *Telecommunications*

Conducted a detailed Strategy and Performance Maturity Audit to assess the effectiveness, integration, and governance of strategic planning and performance management practices across a complex, multi-functional organization. The objective was to benchmark current capabilities, identify maturity gaps, and recommend practical enhancements for sustainable excellence.

Key Activities:

- Evaluation of the strategy formulation and execution cycle, including stakeholder involvement, adaptability, and linkage to operations
- Assessment of the performance management system, including KPI relevance, cascading logic, ownership, and data quality
- Application of a maturity model across key dimensions: alignment, structure, integration, communication, and automation
- Delivery of an audit report with gap analysis, maturity scoring, and actionable recommendations for advancement
- Facilitation of management workshops to socialize findings and initiate improvement planning

Impact:
The audit provided a clear picture of where the organization stands in terms of strategic and performance maturity. It empowered leadership with insights to strengthen planning discipline, enhance measurement rigor, and build a roadmap toward a more agile and accountable performance culture.

Focus Area:
Maturity Assessment | Strategic Alignment | KPI Governance | Performance Optimization | Continuous Improvement

Cascading KPIs from Strategy to Individual Accountability

2024 ◯ *Telecommunications*

Implemented a structured KPI cascading model to align strategic objectives with departmental, functional, and individual performance. The goal was to create a clear line of sight from corporate vision down to daily responsibilities, fostering ownership, transparency, and measurable contribution at every level of the organization.

Key Activities:

- Translation of strategic objectives into a Balanced Scorecard with SMART KPIs
- Cascading of KPIs across corporate, departmental, sectional, and individual performance levels
- Definition of each KPI with detailed equations, targets, ownership, and classification (efficiency vs. effectiveness)
- Alignment of individual objectives and KPIs with functional scorecards to ensure contribution to higher-level goals
- Integration with a performance appraisal system for fair evaluation and continuous development

Impact:
This cascading approach enabled seamless alignment between strategy and execution. By linking individual contributions to enterprise-wide priorities, the organization enhanced employee engagement, improved performance visibility, and institutionalized a culture of strategic accountability.

Focus Area:
KPI Cascading | Individual Performance Alignment | Strategic Execution | Balanced Scorecard | Accountability Framework

Our CEI Experts Success Stories

Organizational Excellence Maturity Development

2023 ○ *Telecommunications*

Supported a major organization in developing its Organizational Excellence Maturity, building internal capabilities, systems, and practices aligned with global excellence frameworks. The initiative aimed to move the entity from reactive performance management to a proactive, value-driven culture of excellence.

Key Activities:

- Conducted a baseline excellence maturity assessment based on the EFQM 2020 Model and national award frameworks (e.g., KAQA)
- Designed a customized excellence roadmap covering leadership, strategy, people, partnerships, innovation, and results
- Developed internal excellence enablers, including KPI frameworks, process documentation, stakeholder engagement systems, and learning mechanisms
- Delivered a series of capacity-building workshops, awareness sessions, and change management interventions
- Supported the development of internal self-assessment tools and reporting templates for continuous improvement

Impact:
The organization progressed significantly on its excellence maturity curve, establishing the foundations for sustainable high performance, service quality, and stakeholder trust. The initiative enhanced its readiness for future excellence certifications and national or international recognition programs.

Focus Area:
Organizational Excellence | Maturity Models | EFQM Framework | Capability Building | Sustainable Performance

Leadership Impact and Technical Competencies Assessment

2025 ○ *Telecommunications*

Delivered a structured Leadership Impact and Technical Competencies Assessment to support talent development, succession planning, and performance alignment within a major national institution. The project aimed to evaluate leadership influence, assess technical proficiency, and provide data-driven recommendations to strengthen organizational capacity and agility.

Key Activities:

- Developed a tailored competency framework integrating leadership impact, behavioral capabilities, and job-specific technical competencies
- Designed assessment tools including self-assessments, 360-degree feedback, structured interviews, and case-based evaluations
- Conducted customized evaluations for different managerial levels, linking competencies to strategic priorities and departmental mandates
- Generated individual and group-level assessment reports, highlighting strengths, development areas, and leadership readiness
- Mapped outcomes to talent development plans, internal mobility options, and performance improvement strategies
- Delivered capacity-building workshops for HR and leadership teams to internalize the framework and use results for decision-making

Impact:
The assessment enabled the organization to objectively identify high-potential talent, close critical competency gaps, and align leadership behaviors with its evolving mission. It also laid the foundation for a future-ready workforce by integrating competency data into learning, succession, and performance systems.

Focus Area:
Leadership Development | Competency Frameworks | Talent Assessment | Workforce Planning | Capacity Building

Our CEI Experts Success Stories

Business Process Documentation, Automation, Auditing, and Performance Monitoring

2018 ◯ Telecommunications

Led a full-scale initiative to document, standardize, and automate business processes across a multi-functional organization, enhancing operational clarity, internal control, and performance visibility. The project aimed to support digital transformation, improve service delivery, and institutionalize process-based performance management.

Key Activities:

- Mapped and documented core and support business processes using BPMN standards and ISO 9001-aligned methodologies
- Developed detailed process manuals, SOPs, RACI matrices, and control points, covering end-to-end workflows across departments
- Identified opportunities for automation and worked with IT teams to integrate priority processes into existing ERP and digital platforms
- Designed and implemented a process auditing framework, including audit checklists, compliance triggers, and issue tracking mechanisms
- Established a set of process performance KPIs, measuring efficiency, effectiveness, cycle time, error rates, and compliance levels
- Created dashboards and reporting templates for monitoring process health, audit findings, and continuous improvement metrics

Impact:
The initiative increased operational transparency, reduced process variation, and enabled faster decision-making through digital workflows. Internal audits became data-driven and proactive, while KPIs provided continuous feedback on process maturity and performance sustainability.

Focus Area:
Business Process Management | Process Automation | Internal Auditing | Operational KPIs | Digital Transformation

Strengthening Compliance, AML, and CFT Capabilities in a Regulated Environment

2019 ◯ Telecommunications

supported the development and institutionalization of a comprehensive Compliance, AML, and CFT framework, enabling a regulated entity to meet both local and international legal obligations, safeguard its operations, and build a culture of ethical risk management and vigilance.

Key Activities:

- Conducted a full compliance risk assessment, identifying vulnerabilities across business lines and operational processes
- Developed a robust Compliance, AML & CFT Policy Framework, aligned with FATF recommendations, central bank directives, and sector-specific regulatory expectations
- Designed and implemented standard operating procedures (SOPs) for due diligence, transaction monitoring, reporting, and escalation
- Introduced a KPI framework to measure compliance effectiveness, SAR filing timelines, training completion, false positives ratio, and risk mitigation outcomes
- Delivered professional training and certification pathways for compliance officers, AML analysts, and business unit leads
- Created a dashboard and reporting structure for regulatory reporting, board oversight, and internal audit integration

Impact:
The engagement significantly improved the organization's resilience to financial crime, regulatory breaches, and reputational risks. It empowered professionals with the knowledge, tools, and processes to uphold compliance integrity while enabling business continuity and stakeholder trust.

Focus Area:
Compliance Management | AML & CFT Frameworks | Regulatory Readiness | Risk-Based Approach | Ethics & Integrity Governance

31

Our CEI Experts Success Stories

Organizational Excellence Maturity Development

2017 ◯ *Transit and Ground Passenger Transportation*

Supported a major organization in developing its Organizational Excellence Maturity, building internal capabilities, systems, and practices aligned with global excellence frameworks. The initiative aimed to move the entity from reactive performance management to a proactive, value-driven culture of excellence.

Key Activities:

- Conducted a baseline excellence maturity assessment based on the EFQM 2020 Model and national award frameworks (e.g., KAQA)
- Designed a customized excellence roadmap covering leadership, strategy, people, partnerships, innovation, and results
- Developed internal excellence enablers, including KPI frameworks, process documentation, stakeholder engagement systems, and learning mechanisms
- Delivered a series of capacity-building workshops, awareness sessions, and change management interventions
- Supported the development of internal self-assessment tools and reporting templates for continuous improvement

Impact:
The organization progressed significantly on its excellence maturity curve, establishing the foundations for sustainable high performance, service quality, and stakeholder trust. The initiative enhanced its readiness for future excellence certifications and national or international recognition programs.

Focus Area:
Organizational Excellence | Maturity Models | EFQM Framework | Capability Building | Sustainable Performance

Quality Strategy Development for Institutional Excellence

2023 ◯ *Transit and Ground Passenger Transportation*

Supported the development and institutionalization of a comprehensive Compliance, AML, and CFT framework, enabling a regulated entity to meet both local and international legal obligations, safeguard its operations, and build a culture of ethical risk management and vigilance.

Key Activities:

- Conducted a full compliance risk assessment, identifying vulnerabilities across business lines and operational processes
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Focus Area:
Compliance Management | AML & CFT Frameworks | Regulatory Readiness | Risk-Based Approach | Ethics & Integrity Governance

Our CEI Experts Success Stories

Mystery Shopper Strategy and Operations Management

2024 ○ Utilities

Designed and managed a comprehensive Mystery Shopper Program to evaluate and improve service quality across a wide range of public-facing government entities. The goal was to establish a structured and credible mechanism to measure customer experience, identify service gaps, and drive institutional service excellence.

Key Activities:

- Developed a national mystery shopper strategy aligned with customer experience standards and public service charters
- Designed evaluation frameworks and mystery shopper scenarios across in-person, digital, and call center channels
- Managed the recruitment, training, and deployment of thousands of mystery shoppers across all regions
- Established governance protocols for visit validation, photographic evidence, escalation of violations, and service recovery actions
- Produced automated dashboards and executive reports, linking mystery shopper data to KPI frameworks and service improvement plans
- Conducted periodic performance reviews, training workshops, and alignment meetings with participating government entities

Impact:
The program institutionalized a data-driven approach to service quality monitoring, influencing policy improvements and driving measurable enhancements in customer satisfaction. It also empowered government entities with actionable insights and ensured service accountability on the front lines.

Focus Area:
Mystery Shopper Program | Customer Experience | Public Service Evaluation | Field Operations | Service Quality Governance

33

CEI CIRCULAR EXCELLENCE INSTITUTE

CEI Academy | Learning That Shapes a Circular Future

Empowering minds to lead sustainably, think innovatively, and act decisively.

Purpose:

At CEI Academy, we believe in capacity building as a catalyst for transformation. Our mission is to equip professionals with the strategic, operational, and personal skills they need to thrive in an increasingly circular, digital, and complex world. Our 2025 Training Plan reflects our commitment to excellence, innovation, and sustainability

Highlighted Courses:

- Leadership Decision-Making in Complex Environments
- System Penetration Testing and Vulnerability Assessment
- Lean Techniques in Project Management
- Emotional Intelligence and Building Successful Relationships
- Green Supply Chain Strategies
- Excellence in Customer Service and Stakeholder Experience
- Circular Economy Strategy and Performance Management
- Data Analysis, KPIs, and Strategic Execution

34

CEI Academy | Learning That Shapes a Circular Future

Empowering minds to lead sustainably, think innovatively, and act decisively.

Key Areas of Focus:

Circular Economy and Sustainability

Embedding CE principles across industries, from strategy to performance metrics.

Digital and Cyber Resilience

Embedding CE principles across industries, from strategy to performance metrics.

Innovation and Organizational Excellence

Embedding CE principles across industries, from strategy to performance metrics.

Leadership and Strategic Management

Embedding CE principles across industries, from strategy to performance metrics.

Customer Experience and Service Design

Embedding CE principles across industries, from strategy to performance metrics.

Process and Performance Management

Embedding CE principles across industries, from strategy to performance metrics.

CEI Academy | Learning That Shapes a Circular Future

Empowering minds to lead sustainably, think innovatively, and act decisively.

Training Modes:

Delivery Methods

Live Online

Face-to-Face

Blended Learning

Offered in key locations

Riyadh

Dubai

Globally Online

Why CEI Academy?

All programs are delivered by international experts and accredited by the Circular Excellence Institute. With tailored content, real-world cases, and cross-sector relevance, our programs ensure practical impact and strategic value.

Let's shape a circular, smart, and sustainable tomorrow—together.

CEI Lab

Where Strategy Meets Experimentation for a Circular Future

Purpose of CEI Lab

The CEI Lab is the practical innovation arm of the Circular Excellence Institute, designed to pilot, prototype, and test circular economy models in real-world environments. It serves as a sandbox for sustainability experimentation, turning ideas into impact through applied research, stakeholder collaboration, and measurable interventions.

Key Services

- **Living Labs** in real environments (e.g., industrial zones, schools, urban spaces)
- **Circular Hackathons** and accelerator programs for entrepreneurs
- **Pilot Programs** for circular supply chains, reuse systems, and eco-design
- **Testbeds for Technology**: AI, blockchain, IoT in circular systems
- **Feedback-Driven Experiments** using KPIs, SROI, and CE dashboards

CEI Lab

Strategic Objectives

Test and validate circular strategies

Create pilots and controlled experiments to measure circular economy principles across sectors

Enable innovation in sustainability

Support ideation, development, and acceleration of circular business models

Foster public-private collaboration

Engage governments, startups, NGOs, and industry in co-creating solutions

Measure and optimize impact

Use KPIs and real-time dashboards to track environmental, social, and economic benefits

CEI Lab

Structure of the CEI Lab

Core Units

Circular Business Model Studio	Designs and prototypes new business models using Circular Business Model Canvas
Material Flow and Lifecycle Unit	Conducts LCA, MFA, and waste valorization experiments
Digital Circularity & Data Lab	Develops digital twins, IoT dashboards, CE indicators, and AI-driven CE simulations
Policy Sandbox	Tests circular policy ideas with public sector partners in a risk-free environment
Community Co-Lab	Facilitates co-design workshops with citizens, SMEs, and academia for bottom-up innovation

CEI Lab
Target Stakeholders

Governments – to test public policies, procurement frameworks, and green regulations

Businesses – to co-create sustainable product and service innovations

Academia and Researchers – to link theory with practice and validate impact

Startups and Entrepreneurs – to incubate and scale circular solutions

Communities – to engage citizens in hands-on sustainability actions

Methodologies Used

- **Systems Thinking & Design Thinking**
- **Life Cycle Assessment (LCA)**
- **Circular Business Model Canvas (CBMC)**
- **Theory of Change (ToC)**
- **Impact Evaluation (SROI, ESG Metrics)**
- **Rapid Prototyping and Agile Implementation**

Future Vision

- Position CEI Lab as a **regional hub for circular innovation**
- Develop a **Circular Innovation Index** through lab insights
- Partner with international institutions for **joint research & scaling**
- Launch a **CEI Lab Annual Report** to showcase results, lessons, and policy briefs

CEI Lab

Impact Measurement Framework

Impact Area	KPI Examples
Environmental	% reduction in waste, % CO_2 avoided, # water saved
Economic	$ Cost savings, # new circular revenue streams, $ ROI on pilots
Social	# Jobs created in circular economy, % community engagement rate
Innovation	# prototypes tested, % ideas converted to marketable solutions

Location & Modality

- **Primary Site:** CEI HQ, Ajman Free Zone
- **Partner Hubs:** Remote/temporary labs in Saudi Arabia, Jordan, Hungary
- **Virtual Lab:** Online platform for data modeling, simulation, and e-learning

CEI Experts

Expertise. Dedication. Teamwork.

Dr. Eng. Malek Ghazo

Founder and CEO
Circular Economy Director

Dr. Eng. Malek Ghazo is a senior management consultant, trainer, and researcher specializing in Circular Economy, Organizational Excellence, and Performance Management. With 15+ years of experience across the Middle East and Europe, he has advised governments and corporations on strategy, KPIs, EFQM, and sustainability. A PhD holder and academic contributor, Malek's research and expertise shape industry best practices, innovation, and business transformation.

Dr. Rami Hijazine

Economic Studies Director

At CEI, Rami leads macroeconomic forecasting, cost-benefit analysis, policy assessments, and regional planning. He brings a strong focus on energy economics to support sustainable development and energy transition strategies aligned with national visions and global sustainability goals.

CEI Experts

Expertise. Dedication. Teamwork.

Anthony Spanos

Sustainability Director

Anthony, born in 1949 in Athens, is a globally recognized Excellence and ESG expert with 32+ years of experience. Certified by EFQM, GRI, and EBEN, he has assessed 200+ organizations across 35 countries. He authored key CSR and Excellence manuals for Cyprus and Lebanon and designed EFQM's Marine Sector version. A former auditor for Abu Dhabi's Insurance Authority, he's worked with top hospitals, universities, and insurance firms worldwide, including NSMRC and Hotel Dieu in Beirut.

Bissan Abu Laban

Organizational Behavior & Communication Expert

Bisan Abu Laban is a dedicated professional with academic expertise in organizational communication and employee relations. Her master's research focused on self-disclosure behavior in corporate environments, exploring how openness and interpersonal communication influence teamwork, trust, and overall workplace culture. She brings a strong analytical perspective to understanding human behavior within organizations and contributes to CEI's efforts in developing effective communication frameworks, leadership programs, and people-centered organizational excellence initiatives.

43

CEI Experts

Expertise. Dedication. Teamwork.

Mohannad Ghazo

Strategy and Performance Director

Mohannad Al Ghazo is an accomplished Strategy and Performance Director with extensive experience in strategic planning, performance management, and organizational transformation. With a strong track record in aligning corporate goals with actionable strategies, Mohannad excels at driving results through bKPI development, performance frameworks, and cross-functional collaboration. His leadership is marked by a data-driven approach and a commitment to excellence, making him a key player in shaping sustainable organizational growth.

Razan Athamneh

Customer Experience Director

Razan is a CX Manager with 10 years of experience in Customer Experience (CX), Voice, and Business Process Management, specializing in digital services revamping and development. She has worked on projects in KSA and UAE, focusing on enhancing customer experience, designing CX strategies, and creating scalable operating models. Razan has expertise in Voice of Customer (VoC) frameworks, customer journey mapping, and UAT testing for digital products. She holds an MBA from GJU, a B.Sc. in Industrial Engineering, and certifications in CCXP, CXAC, and Six Sigma Yellow Belt.

44

CEI Experts

Expertise. Dedication. Teamwork.

Louay Hijazine

AI & Intelligent Automation Consultant

Louay designs and delivers production-grade AI workflows that streamline marketing, sales, and operations. He connects conversational assistants, knowledge search, and event-driven automation with clients' existing data and systems, focusing on measurable outcomes—shorter cycle times, fewer manual touches, and higher conversion. He partners with data/ML teams when bespoke models are needed, keeping solutions maintainable and secure.

Abdulrahman Jelani

Process Management director

Abdulrahman Jelani is a Director Process Management expert with 10+ years of experience in automation, reengineering, and digital transformation. He designs customer-centric strategies using data insights to optimize operations and improve service delivery. Known for aligning processes with regulatory standards, he leads quality initiatives, manages compliance audits, and builds high-performing teams—all with a focus on operational excellence and customer satisfaction.

45

![CEI Circular Excellence Institute logo]

CEI Experts

Expertise. Dedication. Teamwork.

Dr. Lara Barham

Gamification Director

Dr. Lara Barham is an innovative Gamification Director with a strong academic and practical background in applying game-based strategies to drive engagement, learning, and performance. With a passion for behavioral design and user experience, she leads the development of gamified solutions that transform organizational culture, enhance training programs, and boost motivation. Dr. Lara is known for blending creativity with strategic insight to deliver impactful, results-driven experiences.


Linh Do

Strategy and Performance Expert
Business Development Expert

As a Performance and Strategy/Business Development Expert, I contribute to the Circular Economy Institute's mission by applying my expertise in performance management and cultivating strategic partnerships for growth and impact. My skills include developing effective strategies and identifying key avenues for business growth and impact within the circular economy. I am passionate about advancing circular economy principles through practical and sustainable solutions, and I am committed to fostering collaboration towards a sustainable future.

46

CEI Experts

Expertise. Dedication. Teamwork.
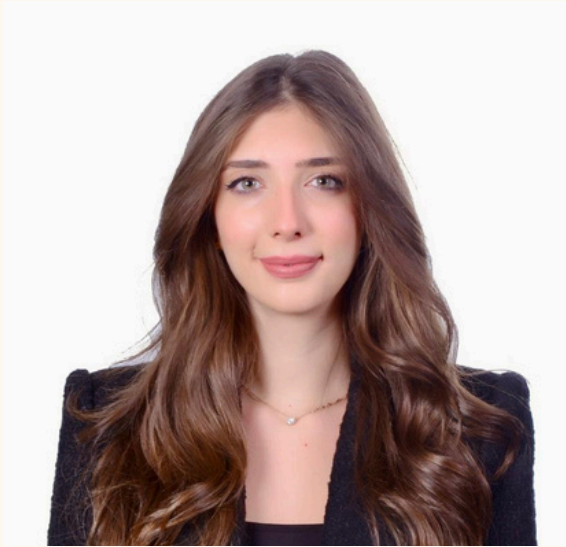
Dalia Estetieh

Management Consultant

My name is Dalia Estetieh. I hold a Bachelor's degree in Industrial Engineering from the German Jordanian University. I began my professional journey at EY Germany, where I joined as a Project Management Intern for one year, supporting project tracking and process optimization efforts. Alongside my internship, I worked on my bachelor thesis, which focused on implementing Agile project management using Jira software. I then joined PwC Jordan as an Account Driver in the Business and Clients Development team, specializing in the Saudi market and the TMT sector. There, I supported senior global partners in managing strategic accounts, proposals, and client engagement. After two years at PwC, I moved to Nexus Advisory, a boutique management and strategy consulting firm, where I contributed to strategic planning, BPM proposals, and M&E frameworks. I am also a certified PMP and hold a Mini MBA.

Dr. Ahmed Al-Bazaz

Quality Assurance and Project Management Expert

Dr. Ahmed Al-Bazaz is a recognized expert in quality assurance and project management. He has extensive experience supporting organizations in improving performance and achieving excellence. His work focuses on enhancing systems, processes, and service delivery. He is known for his commitment to continuous improvement and professional development. Dr. Al-Bazaz actively contributes to the field through consulting, training, and knowledge sharing.

CEI Experts

Expertise. Dedication. Teamwork.

Bodour Rubaian

HR Manager and Social Media Expert

Bodour Rubaian is a versatile Human Resources Manager and Social Media Expert who combines strong HR capabilities with creative digital communication skills. She specializes in employee engagement, talent development, and HR operations, while also leading social media strategies to strengthen employer branding and internal culture. Her unique dual expertise helps organizations foster a connected, people-first environment.

Abdallah Barham

Technology Manager

Abdallah Barham is an experienced Technology Manager with a strong background in digital innovation and IT leadership. He specializes in aligning technology strategies with business goals, leading cross-functional teams, and implementing scalable solutions that drive efficiency and growth. Abdallah is known for his ability to deliver impactful results and navigate complex technical challenges with confidence.

CEI Experts

Expertise. Dedication. Teamwork.

Rahaf Rubaian

Social Media Expert

Rahaf Rubaian is a creative and driven Social Media Expert known for her ability to craft engaging content and build strong online communities. With a sharp eye for trends and a passion for digital storytelling, she helps brands grow their presence across platforms through strategic campaigns, content planning, and audience engagement. Rahaf brings fresh energy and insight to every project she works on, making her a rising talent in the world of digital media.

Mohammad Habash

Business Development Expert

Mohammad Habash is a dynamic and results-oriented business professional with a background in Business Management and Administration. He has developed strong expertise in marketing, sales, and business development, with a focus on digital strategies and client engagement.

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CEI Experts

*Expertise. Dedication. Teamwork.*

Nour Azakeer

Business Development Expert

Nour Azakeer is a results-driven business development professional with strong experience in strategic partnerships, client relations, and market expansion. At CEI, she leads initiatives to grow the institute's regional presence, foster collaborations, and promote sustainable business opportunities across Circular Economy, Sustainability, and Excellence domains.

CEI Strategic Partners

Strategy. Synergy. Impact.
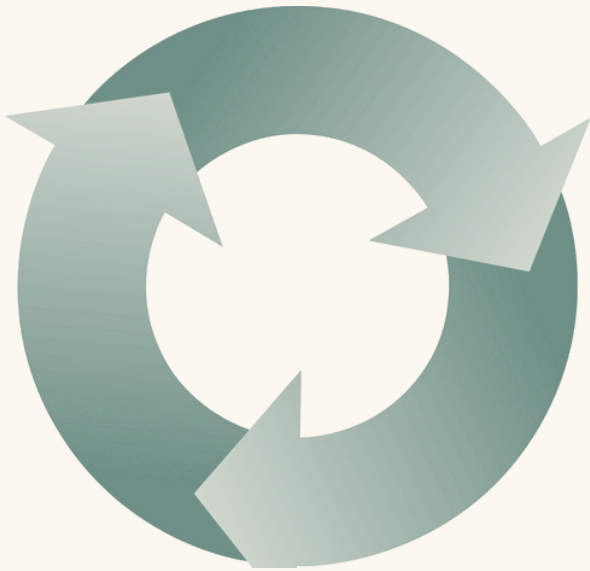
Raphael Schranz Circular Economy Consulting

Raphael, an internationally certified circular economy expert, who specializes in guiding businesses toward sustainable practices. With expertise in waste management, reverse logistics, and circular business models, Raphael provides tailored solutions for transitioning to a circular economy. As a multiple times certified circular economist, he assists companies in designing closed-loop systems and sustainable strategies to enhance efficiency and environmental impact. By combining practical experience with certified knowledge, Raphael ensures clients achieve measurable results. Connect today to transform your business sustainably.

KNZ Sustainable Solutions

a pioneering sustainability enterprise based in Alexandria, Egypt.

About KNZ Sustainable Solutions Founded in 2022 in Alexandria, KNZ focuses on the optimum use of resources, the preservation of green infrastructure, and fostering environmental awareness.

CEI
CIRCULAR EXCELLENCE INSTITUTE

Contact us

Partner with us for a sustainable future.

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