

Award Guide

The Business Model

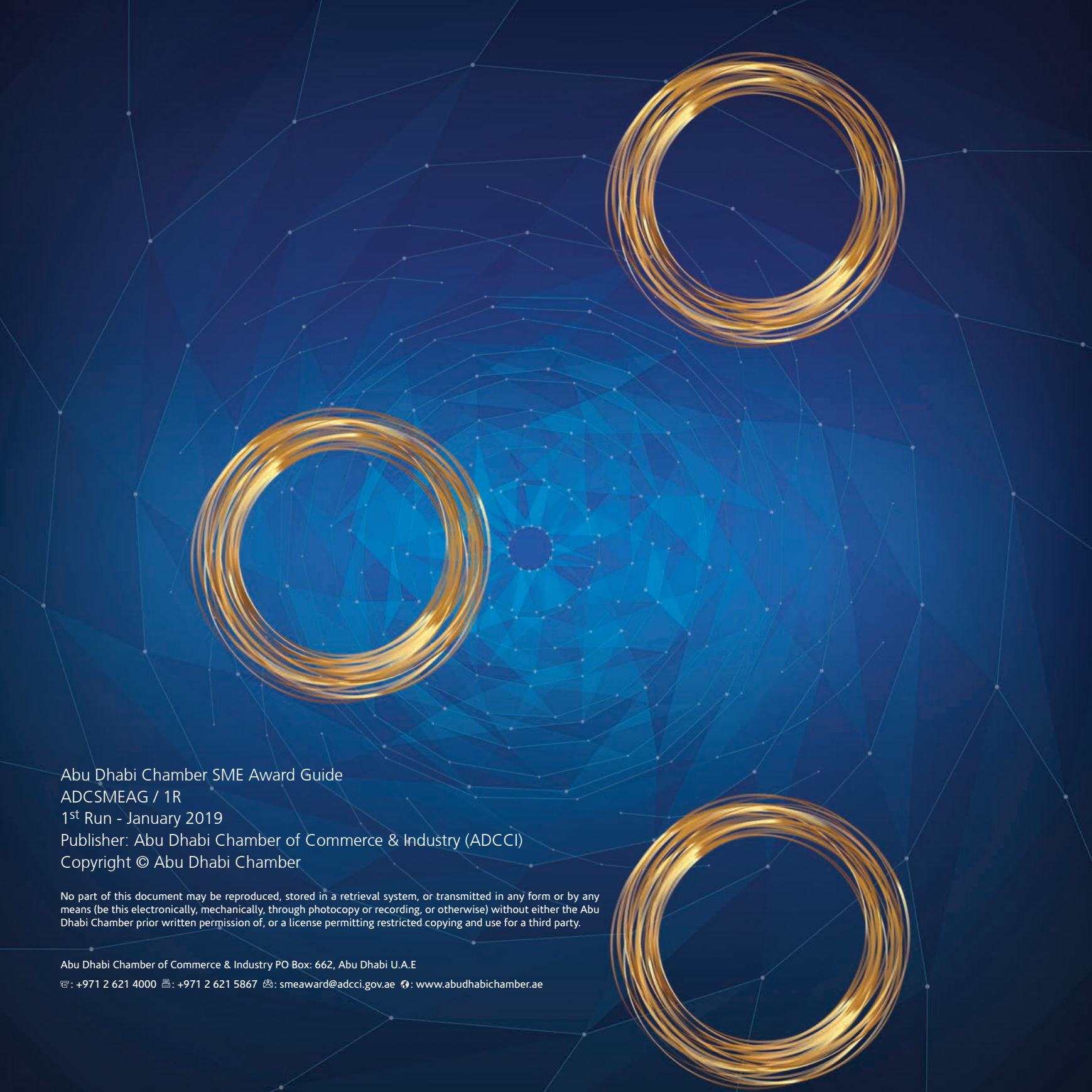


جائزة غرفة أبوظبي
للمنشآت الصغيرة والمتوسطة
Abu Dhabi Chamber SME Award

A program by

غرفة أبوظبي
ABU DHABI CHAMBER





Abu Dhabi Chamber SME Award Guide

ADCSMEAG / 1R

1st Run - January 2019

Publisher: Abu Dhabi Chamber of Commerce & Industry (ADCCI)

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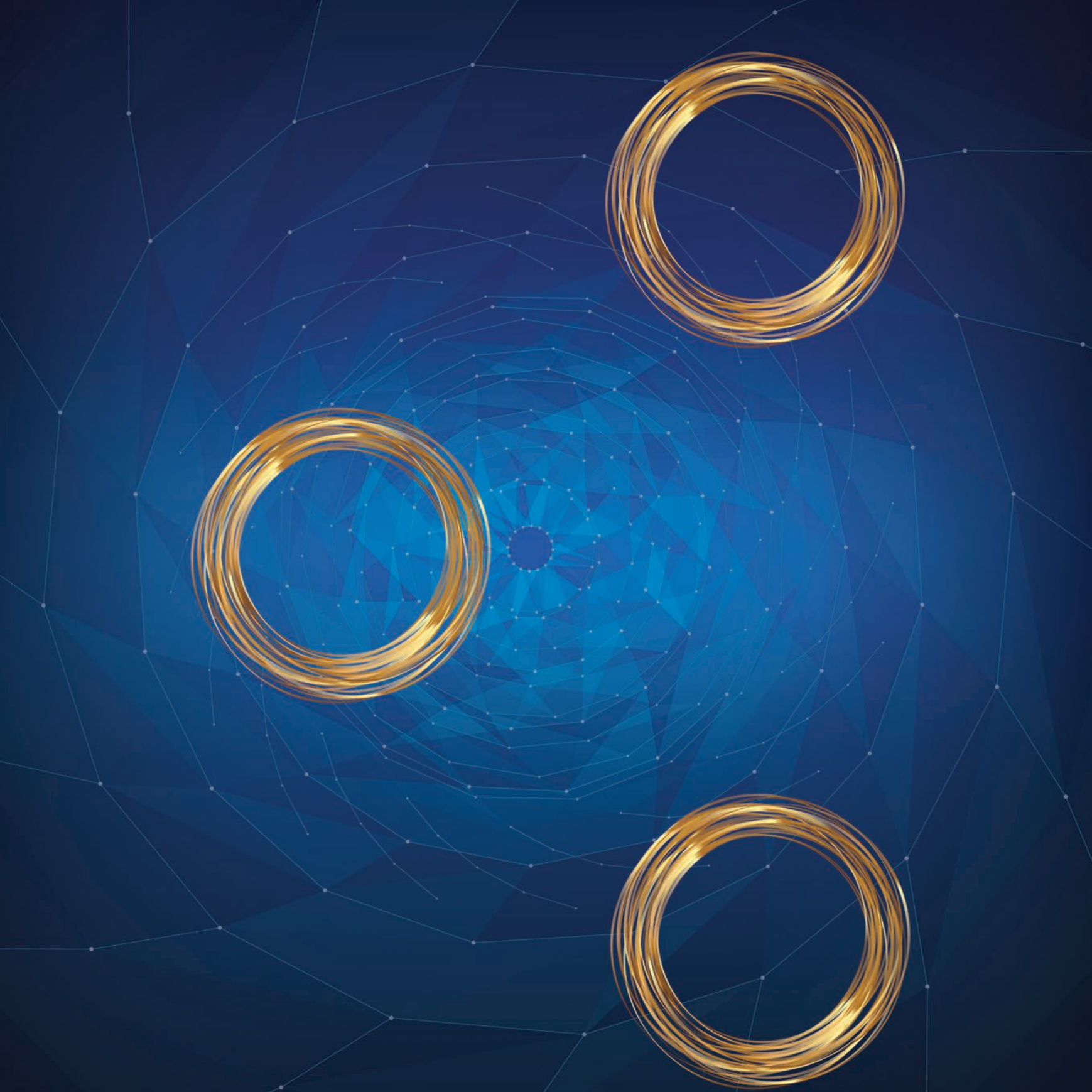
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Introduction



The Abu Dhabi Chamber strives to effectively contribute to the realization of the Abu Dhabi Economic Vision through engaging in its role to work with various private sector entities to enable them to become effective particularly in the knowledge economy.

In this regard, the Abu Dhabi Chamber pays particular attention to the development of entrepreneurship among the youth, and encourage them to enter into startups and small and medium enterprises. The Abu Dhabi Chamber realizes that the young entrepreneurs face quite a number of challenges that impede their progress towards growth and competitiveness.

As the Abu Dhabi chamber is keen to support these enterprises' sustainability in growth and competitiveness, through appropriate planning and preparation.

Hence, the Abu Dhabi took this initiative to prepare a full-fledged program that aims to enable the entrepreneurs to appropriately plan and prepare for their enterprises through the adoption of an internationally practiced model that have led to success and excellence.

Therefore, the Abu Dhabi Chamber is launching this practical program through a seminars and workshops to enable participants to plan and prepare for their enterprises, besides carrying out assessment and provide assessment reports aiming at improvements in all aspects of the business model, and finally recognizing the excellent enterprises.

By doing so, the Abu Dhabi Chamber looks forward to becoming a strategic partner in the success of start-ups and SMEs.



Mission

To provide an integrated program for the qualification, guidance and assessment of start-up, small, medium and small enterprises in the fields of knowledge economy, and to make them aware of the best practices, tools and methods to enable them to rise and lead.



Vision

Building a model and an award program for start-ups, micro, small and medium enterprises to contribute to the UAE's position as a pioneer and role model for creativity and innovation.



Objectives

- Realize the Abu Dhabi Strategy focusing on knowledge economy.
- Promote entrepreneurship among the youth, through seminars for targeted sectors.
- Support entrepreneurs to take practical steps through sponsored incubators.
- Provide a framework the enables entrepreneurs to:
 - ✓ Appropriate execution of the start-ups and SMEs.
 - ✓ Develop all aspects of the business to ensure success and excellence.
- Provide a comprehensive program that covers:
 - ✓ Training on the framework concepts
 - ✓ Training on implementing the framework
 - ✓ Training on assessing enterprises



Enrolling in the Award

Enrollment is open to all enterprises in the Emirate of Abu Dhabi, be it a start-up or SME per the official definition.

Enrollment is also open to all organizations wishing to use the model in offering new products or services.

Enrollment in this program will help:

- ✓ Entrepreneurship through realizing creative ideas into full-fledge business models
- ✓ Enhance competitiveness through reworking the business model, and proper implementation
- ✓ Innovate in every business aspect to achieve sustaining growth



Award Sectors

Award priority sectors have been set in line with the Science, Technology & Innovation Policy of the United Arab Emirates, namely:



Technology



Renewable &
Clean Energy



Health



Transportation



Space



Water



Education



The Abu Dhabi Chamber SME Award's Components

The Abu Dhabi Chamber SME Award has **three** components:

○ Values

The Abu Dhabi Chamber SME Award is based on core values and principles that represent beliefs and behaviors found in high-performing and successful organization.

- ✓ Race against change
- ✓ Innovate ... to Succeed
- ✓ Collaboration and Engagement
- ✓ Face Risk

○ The Business Model

The Abu Dhabi Chamber SME Award Business Model is a strategic management framework for developing new or improving existing business.

- | | |
|-----------------------|------------------|
| 1. Value Proposition | 6. Key Partners |
| 2. Customer Segments | 7. Key Processes |
| 3. Channels | 8. Key Resources |
| 4. Customer Relations | 9. Cost |
| 5. Revenues | 10. Results |

○ Improvements

The periodic review of the business model and the results achieved for continuous Improvement.

- ✓ Assessment
- ✓ Improvement

○ Values

○ Race Against Change

We live in world that is labeled with change, it is the only constant. Hence, we need to be able to sense change, its magnitude and take full advantage of it.

The Race Against Change value includes:

- ✓ Understanding that change happens very fast and does not wait for anyone.
- ✓ Carry out future foresight, present insight and determine change to what we do.
- ✓ Work on capturing opportunities and facing threats.
- ✓ Be aware that we are in competition to capture opportunities.
- ✓ Agility and adaptability.

○ Succeed through Innovation

We realize that sustaining economic growth is dependent on our ability to innovate.

The Succeed through Innovation value includes:

- ✓ Focus on the areas stated in the Science, Technology & Innovation Policy.
- ✓ Prepare appropriate environment to ignite innovation.
- ✓ Acknowledge that innovation is a tool and not a destination, and that it covers all aspects of work.

○ Collaboration & Engagement

We realize that to sustain growth and success can be achieved through collaboration & engagement.

Collaboration & Engagement value includes:

- ✓ We look for organization with capabilities that we require to succeed, hence we enhance our capabilities in all business aspects.
- ✓ We build a network of collaboration and engage with all organizations through which we add value.
- ✓ We continuously improve collaboration and engagement to sustain value addition to what we do.

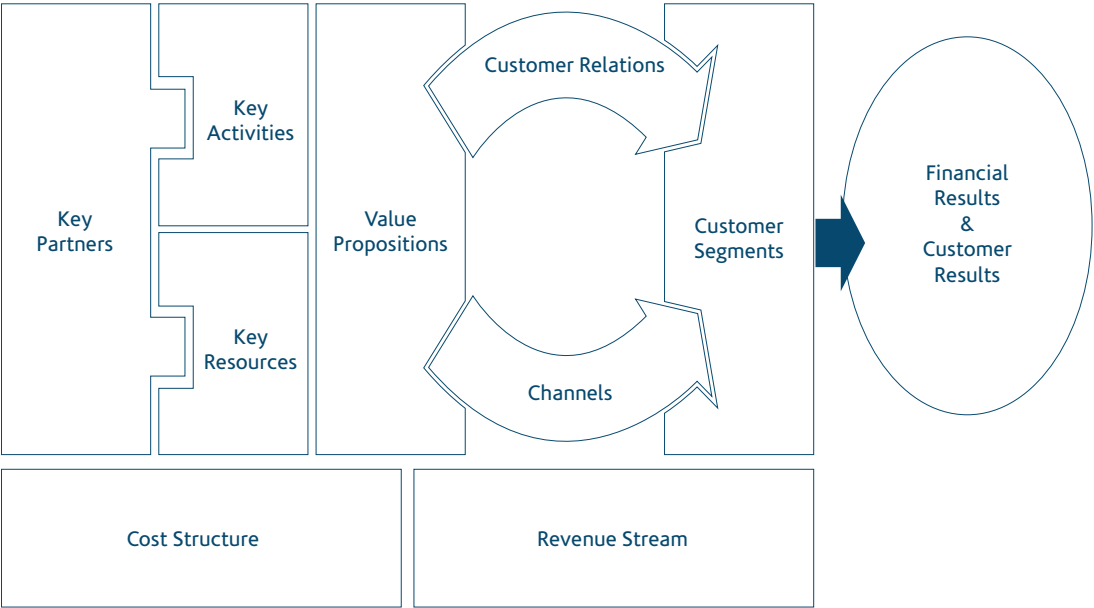
○ Face Risk

We realize that we need to face risk in order to succeed.

We Face Risk value includes:

- ✓ The realization that pioneering and innovation required continuous efforts and investment in resources.
- ✓ The realization that the road to pioneering and innovation is very risky, particularly “failure”, hence we need to view “failure” as a learning experience in our way to success.
- ✓ Facing threats is an individual and organizational culture.

The Model



Source :  **Strategyzer**
www.strategyzer.com

1) Customer Segments

The enterprise targets particular customer segments and retains them.

- ✓ Determination of targeted customer segments to obtain its products or services
- ✓ How to identify targeted customer segments and determine their needs for the enterprise products or services
- ✓ How do the products / services meet the targeted customer segments' needs.

2) Value Proposition

The enterprise develops a value proposition for its products / services portfolio to attract segment(s) of customers so that it becomes their choice over competitors.

The value proposition includes:

- ✓ Value proposition of the enterprise.
- ✓ Value proposition of the products / services

3) Channels

The enterprise uses a set of various appropriate channels to communicate with the targeted customer segments, the channels will be deployed to:

- ✓ make customer segments aware of the value proposition for products / services
- ✓ solicit customer perception and assessment of the value proposition for products / services
- ✓ to deliver the products / services to the customers
- ✓ achieve customer satisfaction throughout the product / service life cycle

4) Customer Relationships

The enterprise builds its relationship with the customer segments to become their choice over competition.

Customer Relationships include:

- ✓ Determination of the most appropriate channels to reach out to customers
- ✓ Set up and implement a policy to market, promote and receive customer perception
- ✓ Manage customer comments and complaints in an effective way to ensure their satisfaction and retention

5) Revenue Stream

The enterprise determines the revenues from each customer segment to receive the value proposition.

Revenues vary per:

- ✓ Process revenues (sales): paid once
- ✓ Recurrent revenues (subscription): paid periodically

The enterprise precisely accounts, sustain and grow the revenue inflow.

6) Key Resources

The enterprise procures all necessary resources to adequately operate and honor its value proposition, through

- ✓ Taking over
- ✓ Rent

7) Key Activities

The enterprise manages its key activities to ensure honoring its value proposition in a consistent and successful manner.

Key activities are dependent on the nature of business.

8) Key Partners

The enterprise effectively manages its network of key partners to deliver its value proposition.

There are various partnerships:

- ✓ Alliances with non-competitors
- ✓ Unions with partners
- ✓ Joint ventures to develop new business
- ✓ Value chain relationship to ensure continuous supply

9) Cost Structure

The enterprise determines its cost to deliver its value proposition in a manner that satisfies the targeted customer segments.

Cost structure may be viewed in various ways:

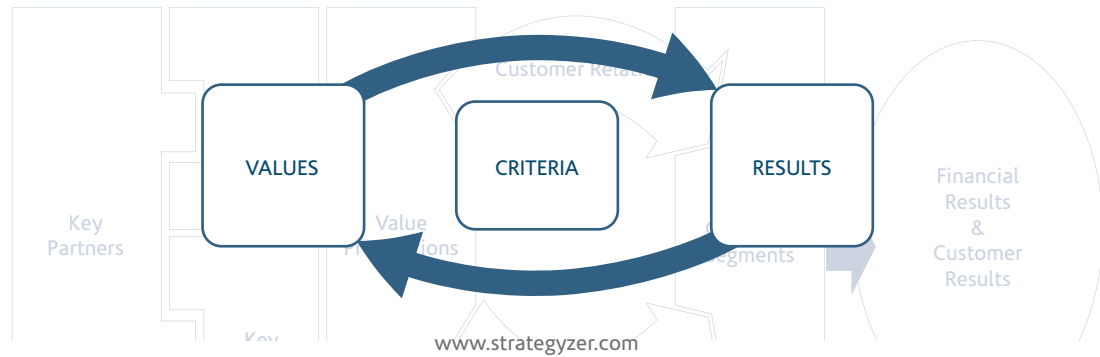
- ✓ Value proposition is based on low cost
- ✓ Cost is important, however, priority is for value proposition
- ✓ Cost varies per quantity
- ✓ Cost is fixed

10) Results

The enterprise continuously monitors its business results to assess its achievement of financial and non-financial objectives.

The enterprise determines a set of results that reflect its success, in order to benefit from them to determine what needs to be done to sustain success.

○ Improvements

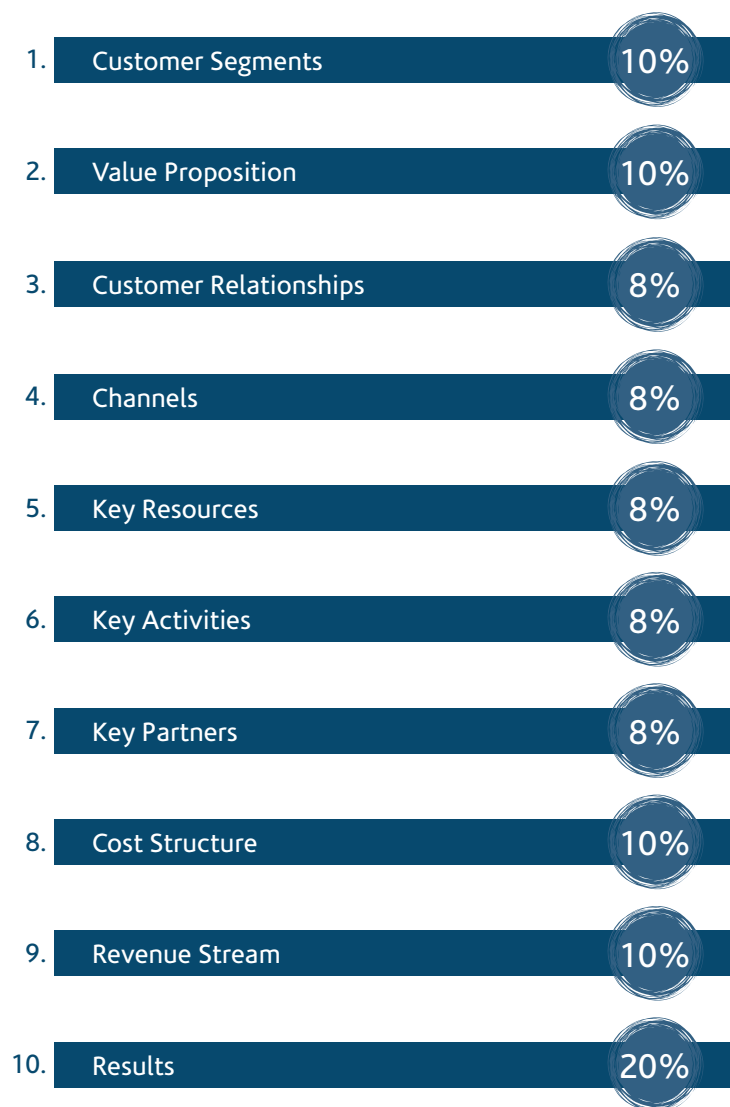


Improvement is achieved through carrying out overall periodic reviews of the business model, and the results achieved.

The Improvement includes:

- ✓ Review of the extent to which the value proposition has attracted and retained customers
- ✓ Review the efficiency of the value proposition in established a trade mark that customers trust
- ✓ How to sustain outstanding results
- ✓ Improvement of the value proposition
- ✓ Improvement of the business model

○ Criteria Weights



Who can enroll

1. Micro, small and medium enterprises
2. Registered in Abu Dhabi Emirate
3. Adopt the Business Model

	Trade		Manufacturing		Services	
	No. of Employees	OR Annual Income	No. of Employees	OR Annual Income	No. of Employees	OR Annual Income
Micro	≤ 5	< 3m	≤ 9	< 3m	≤ 5	< 2m
Small	6 - 50	< 50m	10 - 100	< 50m	6 - 50	< 20m
Medium	51 - 200	< 250m	101 - 250	< 250m	51 - 200	< 200m

How to Enroll

1. Interested parties may participate by registration at the Award Office
2. Interested parties attend seminar and awareness and Training courses
3. Interested parties must fill out the registration form and submit to the award office no later than the designated date.

The Submission Document (Business Model)

1. Application for the award shall be filled in Arabic or English
2. Submission document shall be submitted in digital format (pdf file)
3. Number of pages shall not exceed 24
4. Font used shall be Time New Roman – size 12 points, single space

Assessment

The Award Office will form teams to assess the applicants' enterprises, through:

- ✓ Desktop assessment based on submission document
- ✓ Site assessment based on site visit to the main office and work sites

Assessment will be made using the following matrix:

Criteria	Weight	0 – 25%	25 – 50%	50 – 75%	75 – 100%
2. Customer Segments	10%	Determined based on study	Meet need of each segment	Add value to each segment	Grow segments
1. Value Proposition	10%	Targets customer segments	Creative & unique	Attractive phrasing	Undergoes development
3. Customer Relationships	8%	Suitable communication channels	Continuous communications	Benefit from feedback	Relationships development
4. Channels	8%	Suitable delivery channels	Effective management of channels	Benefit from feedback	Channels development
5. Key Resources	8%	Identification of resources and sources	Effective management of supply channels	Efficient use of resources	Development of resources utilization
6. Key Activities	8%	Identification of key activities to deliver value proposition	Effective management of activities	Undergo development	Continuous improvement
7. Key Partners	8%	Determined to add value	Effective management of partners	Continuous review	Continuous development
8. Cost Structure	10%	Accurately Determine cost	Continuous lowering cost	Effective Financial Management	Improve Financial Management
9. Revenue Stream	10%	Accurately Determine revenues	Continuous increase revenues	Effective Financial Management	Improve Financial Management
10. Results	20%	Cover financial and customers	Cover all criteria	Positive trends achieving targets	Surpass competition

The Award Office will provide each applicant with a feedback report that include Strengths, Areas for Improvement and Score in accordance with the Award Criteria.

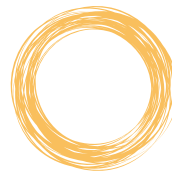
○ Award Levels

○ Main categories



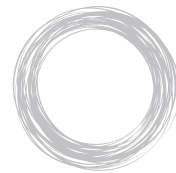
Silver Award

Award enterprises scoring
400 – 500



Gold Award

Award enterprises scoring
501 – 600



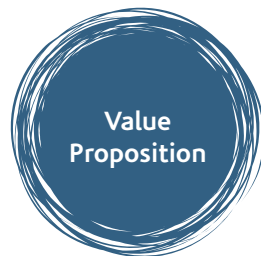
Diamond Award

Award enterprises scoring
> 600

○ Sub categories

The organizations will be awarded as per the following categories :

Best organization in



○ Our Services

○ Training

- ✓ Training programs on award criteria
- ✓ Assessor Training Program

○ Consultancy

- ✓ Provide consultancy to start-ups on how to enter into competition
- ✓ Provide consultancy to enterprises on how to improve performance to become more competitive

○ Assessment

- ✓ Help in carrying out self assessment
- ✓ Assessment for the Award

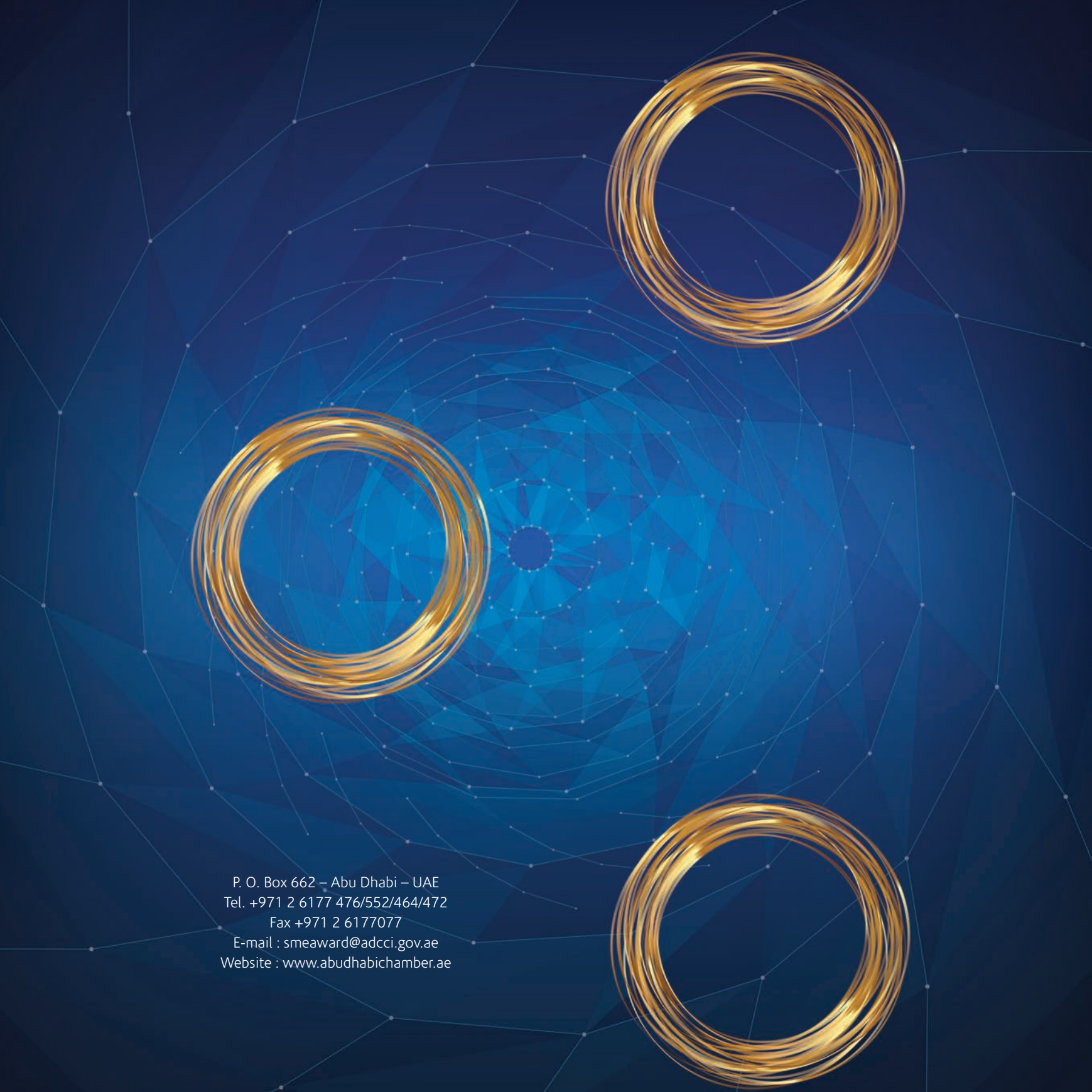
This guide has been developed based on the “Business Model Canvas”, as a strategic tool to provide a clear picture of the challenges and to help rearrange the business model for startups, small and medium enterprises with a vision to compete globally and sustain success.

The Abu Dhabi Chamber aims at spreading awareness and proper implementation of the Business Model Canvas.

The Abu Dhabi Chamber acknowledges that the Business Model Canvas used in this guide has been developed by Alexander Osterwalder and Yves Pigneur.

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