



KEO Infrastructure improved their processes and achieved customer satisfaction by embracing the new version of ISO 9001 & ISO 14001.

‘Certification to these International Standards not only provides confidence to our customers but confidence to our staff, in that we have developed and use global best business practices to enhance our daily operation. These processes have been embedded into our culture and lead our drive for continuous improvement’.

**Glenn Platt, MCIWM,
 Managing Director,
 KEO Infrastructure Division**

KEO Infrastructure Benefits

- Establish differentiation in the market place
- Improved risk management
- Enables KEO Infrastructure to offer added value to clients
- Streamlined management systems
- Enhanced culture of business improvement
- Strategic focus – aligned quality with corporate objectives

At a Glance

Founded in 1964 in Kuwait, KEO has grown to deliver a world-class set of multidisciplinary design and management services, offering award winning architectural design, progressive infrastructure engineering and highly ranked project and construction management known for quality and professionalism.

Today, KEO is one of the largest AEP/PMCM firms in the region and is ranked as the largest architectural firm in the Middle East. As such, the firm offers a renowned blend of design innovation, technical aptitude, sustainability principles, specialist local knowledge and global insights, which has enabled the highest levels of client confidence and industry respect.

The group has 12 offices across the region and over 2,500 highly qualified professionals who are actively involved in providing solutions across a broad range of projects and sectors. These include hospitality, education, commercial, sport and leisure and residential developments, spanning the Middle East and North African regions (MENA).

Why adopt the new standards?

KEO Infrastructure is one of the main business divisions of KEO International Consultants, they already had an existing Quality Management System, ISO 9001:2008 in place for a number of years and this had helped to develop and streamline their day to day operations.

Early in 2015, the KEO infrastructure’s senior management team identified that their current QMS did not meet their operational requirements. This needed to be re-developed in a way that it was more “Fit for Purpose” and in line with their strategic vision.

When KEO Infrastructure learnt that ISO 9001:2015 would be revised and published in September of 2015, the infrastructure management team agreed that this was a great opportunity to have a complete review of their existing QMS. A project was initiated to revise and modify their existing QMS in accordance with the new requirements of ISO 9001:2015, so as to take advantage of the new changes and improve their business performance.

The proposal team representative explained that their “Quality Management System gives us the tools to ensure our business development and proposal processes, across the organization, are consistently carried out in accordance with industry best practices. KEO Infrastructure welcomed the new additions to the



standard as they were “able to standardize our proposal process so that the high quality of our tenders impress our clients and stand out against our competition. The recent training helped us identify areas where we could work more closely and effectively with our offices in other countries.”
 – **Timothy Garrick, Proposal Manager**

Preparation and Implementation

At the initial outset of the project, awareness sessions were held so that all KEO Infrastructure employees understood the changes to the new ISO 9001:2015 and ISO 14001:2015 standards and what was required from them in order to make the transition. Communication was a necessary and important part of the transition as it was vital that everyone understood the process.

Once this had taken place, KEO

Infrastructure gave their employees an opportunity to provide feedback on the new project. Changing the mindset of the project managers and all those involved in the implementation of the old standard was one of the key challenges. Through this process, KEO Infrastructure created inclusivity across all departments. This was an essential initiative in getting everyone on board.

A gap analysis was performed to ensure that all areas of the new standards were covered and implemented into their day to day operations. This allowed KEO Infrastructure to establish what was compliant and what needed to be addressed. An integral part of KEO Infrastructure’s transition process, was to update their internal communication system, SharePoint, which allowed employees to easily access all the procedures, manuals, forms and other

relevant documentation. This ensured that all the documents being used were up to date and relevant.

These activities were completed by the end of September 2015 and the new Quality Management System was implemented by KEO Infrastructure by 1st October 2015. This resulted in KEO Infrastructure successfully transitioning and getting certified to the new ISO 9001:2015 Standard. KEO Infrastructure achieved certification across seven of their offices.

In conjunction with this project the decision to develop an Environmental Management System and work towards certification for the new ISO 14001:2015 standard was made. This resulted in KEO Infrastructure obtaining certification to ISO 14001:2015 in January 2016.

KEO Infrastructure is the first client for BSI, Middle East and Africa, to transition to the new ISO 9001:2015 standard.

Benefits

The implementation of the revised standards helped align KEO Infrastructure's quality and environmental management systems with the overall strategic objectives of the organization. "Implementing QMS and EMS on our day-to-day professional lives is key to ensuring everything we do is traceable. The QMS and EMS has provided the necessary tools to monitor how project managers, engineers and technicians execute their projects, as well as the tools to provide tailored corrective actions".

- Kalid Motya, Infrastructure Manager

The focus on risk based thinking helped the teams to understand the importance of incorporating risk assessment and management throughout all stages of their projects, looking at all threats as well as opportunities. For KEO Infrastructure this is an essential part of each stage from establishing business proposals, designing a product and finally implementing that plan. Identifying risks as early as possible adds value to KEO Infrastructure's business proposal and ensures the delivery of their projects.

The implementation of the new Standards provided KEO Infrastructure's teams an opportunity to reinvigorate their perceptions and attitudes towards Quality and Environmental Management Systems. This transition process has allowed KEO Infrastructure to improve on an organizational level as well as personal one. "A new Standard brings with it a new mindset. It now allows an organization to focus on the challenges of carrying out business in today's climate and not rely on old processes. The journey towards the development of the new Quality and Environmental Management systems have been a seamless task due to the support from the senior management and leadership teams".

- Peter Byrne Divisional, Quality Assurance Manager





BSI's Role:

BSI has worked closely with KEO Infrastructure in the past by providing relevant training for ISO 9001 and ISO 14001. After considerable market research KEO Infrastructure was keen to work with BSI because they are a globally recognized and reputable certification body, which offered the best value for money.

“Right from the initial contact, BSI have been helpful and provided guidance and assistance throughout the transition phase. The transition to the new QMS and EMS with BSI has been a welcoming experience. The teams involved from both parties have made this a very enjoyable experience.”

- **Gordon Morrison, Infrastructure Director of Infrastructure Service.**



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BSI Management Systems Limited
Suite 208, 2nd Floor
Sultan Business Centre
PO Box 26444 Dubai – UAE
T: +971 4 336 4917
F: +971 4 336 0309

BSI Management Systems Limited
Suite 1503, 15th Floor
Al Niyadi Building Airport Road
P.O. Box 129835 Abu Dhabi – UAE
T: +971 2 443 9660
F: +971 2 443 9664

British Standards Institution Group
Middle East LLC
Office 4605, Level 46, Palm Tower B
West Bay, P.O. Box 27773 Doha - Qatar
T: +974 40 29 9001
F: +974 40 29 9002

BSI Group South Africa (Pty) Ltd
210 Amarand Avenue
Regus Business Park
Menlyn Maine, Waterkloof Ext 2
Pretoria 0181 – South Africa
Tel: +27 (0)12 443 6422