

Strategy

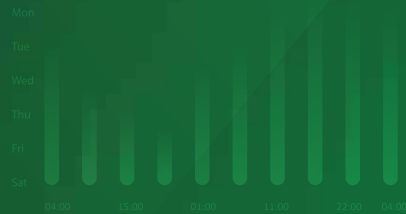
Innovation

Transformation

Competitiveness

Prosperity

Creativity



About Us

Growth, Prosperity, Efficiency, and Profitability



Growth, prosperity, efficiency, and profitability. It's likely these goals are top priorities for your business, as the creation of sustainable growth is a prime concern of small business owners and big corporate executives alike. However, the rapidly changing political, economic, competitive, and consumer trends present daily distraction that diminish your ability to focus on those goals.

We help people and organizations grow. We work with a variety of organizations locally and regionally, in the public and private arena on the aspects that are most important to them. Achieving growth is complex. It involves proactively identifying new opportunities through creativity and insight while simultaneously removing the barriers that build up over time in an organization. It's about knowing where and how to grow, while also overcoming all obstacles in your path.

We partner with our clients in developing and implementing practical ideas, approaches, and methods for use in tackling the toughest business challenges and finding the best opportunities towards generating sustainable growth. **Competence** offers a suite of client focused services that include strategy development, marketing, export development, private sector development, organizational change and development, financial efficiency consulting, service quality, operational excellence, family business transformation and human capital development.

“ We partner with our clients in developing and implementing practical ideas, approaches, and methods towards generating sustainable growth ”

Our services bring about measurable improvements to our clients' business performance, supporting the organization's journey towards sustainable growth. Regardless of the size of the organization, the sector it works in, and level of organizational maturity, we can help develop solutions tailored to meet their needs. With every assignment we use a result-based approach to deliver the best possible results to our clients, and we regard our clients' success as a measure of our own success.

Since our establishment we have been enriched through our talented consultants' decades of experience accrued both locally and regionally in a variety of industries. With every passing year, we expand our network of talent by forging partnerships with associate consultants, international consulting firms and donor programs, which work synergistically towards solving challenging business issues, thus creating long term value and boosting enterprise competitiveness and growth, ultimately contributing towards economic development.



Our vision

We seek to be the reference in strategic growth consulting and training in the region

Our Mission

We help organizations in Jordan and the region craft significant improvements in their strategic direction, competitiveness and business performance to confidently achieve sustainable growth and profitability, by leveraging the power of our knowledge and expertise to create innovative business solutions.

Our Values



Excellence

we aspire for excellence in our work and in the quality of services we provide our clients.



Professionalism

we are passionate in upholding a high level of professional standards and competence.



Teamwork

we strongly believe that sustainable success is only possible through continuously building our qualifications and sharing knowledge and expertise among our team.



Partnership

we recognize the value of building strong and lasting partnerships with our stakeholders funded on honesty, mutual respect, and benefit.



Continuously Striving for Quality

We believe in the total quality management philosophy through all phases of our work from contacting the customer to service delivery. All our team members participate in improving processes, services and the culture in which we work.

Competence is ISO 9001:2008 compliant, which means that our project and quality management system help ensure consistency of quality in the delivery of our services.

Building an Effective Organization

To respond to the evolving needs of our stakeholders and partners, and to raise our own company to international standards, we continually work towards upgrading our services, invest in people and improve our management systems, infrastructure and client relation management.

Offices

Our modern offices, located in a prime location in Amman provide us with ample space that can house a sizable team of consultants and project backstopping team to help facilitate our work. Our fully equipped conference room is used for meetings, training seminars, and for other consultative purposes.



With every passing year, the role of Information Technology is increasingly important and vital to the success of any organization. CMC has instituted an ERP system that allows each project to be effectively and efficiently managed from inception to closure, ensuring effective project delivery, resource utilization, and project quality. We operate under clear and concise operational policies and procedures that ensure efficient and effective operations.

IT & Operations

Our Approach

Partnership, Assessment, Design & Upgrade, Coaching



We develop customized solutions that address the unique situation and environment of each client, rather than follow the “one-size-fits-all” approach. We believe in results, and therefore we use a result-based approach in our assignments that ensures the quality of our services and the achievement of desired outcomes for our clients.

Competence's approach begins with understanding our clients in order to be able to better respond to their needs and objectives. Thus, the **Partnership Phase** of our approach begins with listening well to our clients, building trust, establishing rapport, and designing a solution that best meets their business goals, while also preparing the workplan and making our methodology of work clear and comprehensible. Once accomplished we start with the **Assessment Phase** where we assess all the internal and external factors that affect our client's organization. We learn the industry drivers, and determine the gaps affecting company performance. Based on these findings, we partner with our clients during the **Design and Upgrade Phase** in crafting the strategy and the upgrade plan to meet the set objectives and fill gaps. Furthermore, we design **Coaching Programs** that ensure effective and efficient implementation of our action plans. Coaching sessions are one-on-one learning and supervision activities of which the ultimate aim is to equip the learners with a trio of knowledge, skills, and behaviors needed to accomplish tasks in a productively efficient manner.



Our Expertise

Thr Golden Triangle: Consulting, Training, and Coaching

The global economy demands new business models and tools, as well as novel approaches to doing business. Companies are seeking innovation and speed to capture market opportunities and meet new challenges. Whether supporting growth initiatives or demands for solving critical challenges or improving business performance, our management consulting, training, and coaching services offer practical solutions founded on solid data, robust analysis, creative thinking, close collaboration and empowerment of our clients. We bring to our clients new ideas, new business models, and a new perspective while building their capabilities along with a complete transfer of knowledge. In doing so, we support their transition to better business performance that result in profitability and long-term sustainability.

We use training and coaching to transfer knowledge and experience from our experts to help improve management and personnel performance. We develop their skills to be more productive at managing the business, planning, organizing, and coordinating resources in the organization. Specifically our work encompasses self and team development within the context of the organization. It can include leadership enhancement, executive team building and communication/presentation skills development as well as a host of specialist management and marketing fields.

At the sector level, we support private sector growth and competitiveness by applying the value chain approach, within which we map the sector's value chain, identify the critical success factors, conduct SWOT analysis, formulate the sector competitiveness strategy and plan of action for market-led development and sustained rates of growth. We assist sector stakeholders by providing capacity building and coaching for implementation, monitoring and assessment.



Services

Improving Business Competitiveness



“ **Competence has hands-on experience in developing and providing business consulting services to clients across many industries.** ” Over the years, we have helped organizations – small and large, private and public – to achieve superior results, matching our competencies and industry expertise with our specific client needs. We also provide the often missing link between strategy and achieving the expected results by providing training and coaching to executives, middle-management and staff in a variety of areas.

Our areas of activity are determined by our key competencies and are reflected in the type of services provided.





1

Strategy

Competence utilizes a holistic approach to strategy formulation that is built on the premise that the alignment of strategies, processes, resources, and the organization's goals and objectives are vital to sustainable success. Whether the organization wants to increase sales in the current market, expand existing product/ service line, or expand to new markets, we can help it achieve its goals by leveraging our expertise in all three stages of the strategy management process: strategic analysis, strategy development and strategy implementation.

We don't only develop strategies that lead the company to success, but we also train top and middle managers on how to develop their strategies and plans, and we coach and guide executive teams and employees to effectively execute these plans. Our strategy consulting and training areas include:

- Corporate Strategy
- Business Unit Strategy
- Growth Strategy
- Strategic Planning
- Strategy Audit
- Functional Strategies



2

Marketing

Marketing is the mindset that puts the customer first and ensures that the organization's philosophy is "without customers there is no organization." **Competence** helps build organizations on the foundation of this philosophy.

We assess the marketing function and competencies in an organization and formulate the most effective strategies for building the necessary marketing capability within the company to support the effective implementation of any marketing strategies and sales activities. Our marketing consulting and training areas include:

- Marketing Planning
- Market Research
- Sales Growth Strategies
- Branding Strategies
- Communication and Promotion Strategies
- Customer Relationship Management



3 Export Development



Developing sustainable exports is not an easy task, as companies have to be ready to respond to fast changing competitive environments and evolving customer needs. In order to compete successfully in international markets, companies need market knowledge, a winning market entry strategy and a realistic export marketing plan.

Our export development consulting services are designed to help realize our clients' export goals. We conduct market research to identify promising markets for our clients' products/services and determine the opportunities and demand characteristics of the specific market and target group. We help clients define export objectives and we develop market entry strategies and export marketing plans along with the company upgrading plan that will take advantage of the opportunities in the market and resolve constraints that the company faces vis-à-vis exports. Through coaching we help clients in the execution of their export plan and in setting up their effective export operations. We also assist companies and business support organizations in the design and implementation of export promotion programs, including providing consulting and coaching in planning for and effective participation in international trade fairs.

To build the skills and knowledge of companies in export marketing, management and export promotion, we offer internationally recognized export development training and coaching programs developed in-house under the eXPASS® trade name. Our eXPASS® Export Development and Coaching Program (EDCP) is a comprehensive export development platform designed to support the development of export strategies and plans and help clients in their implementation to improve export performance and enterprise competitiveness.



4 Operational Excellence

Competence aims to help clients reduce operational costs eliminating waste and inefficiencies, without negatively affecting quality, time delivery, and the cost of their products and/or services.

We assist manufacturing and service organizations in improving their operational and quality management, and improve performance in all areas. Our experts carry out performance assessments, identify gaps and design solutions to improve processes and achieve a higher level of output and increase profits. We help clients enhance productivity, operational efficiencies, optimize value chain activities and increase supply chain efficiency and effectiveness in order to achieve measurable results.

Our operational excellence services cover areas of:

- Business Process Management
- Value Chain Management
- Supply Chain Management
- Operational Efficiency and Optimization



5 Organizational Change & Development



Establishing a strategy often results in some changes in the organization, whether in terms of capabilities enhancement, internal structure, new systems, roles and responsibilities or mindset. We help clients develop a planned process of change by putting in place supportive policies and operating procedures, instituting best practices, and establish systems that support strategy implementation.

Besides effective planning and strategy execution, an organization's success depends on the ability of its leaders to motivate, educate, manage, and communicate most effectively with the team. Through training and coaching we help managers and executives function effectively in leadership roles within the organization. We also build strong management teams, and train staff to enhance individual and team competencies and performance.

Our organizational change and development consulting, training and coaching services cover the following areas:

- Change Management
- Culture Development
- Leadership Personal Development



6 Service Quality

Nowadays, service quality and customer service has become a key marketing tool for achieving competitive differentiation and fostering customer loyalty. Across industries and sectors, **Competence** partners with clients and assists them in distinguishing themselves and helps them retain customers by offering excellence in service performance..

We partner with our customers in filling the revealed gaps and upgrading their service performance, thus achieving growth in customer satisfaction, retention and loyalty leading to an increase in sales and profit. Our service quality consulting includes the following areas:

- Service Performance Development
- Customer Satisfaction Surveys
- Mystery Shopping
- Sector Service Index
- Service Strategy
- Service Quality Audit





7 Human Capital Development

Human capital is asserted to be the most important element of success in business today. Developing an organization's human capital requires creating and cultivating environments in which human beings can rapidly learn and apply new ideas, competencies, skills, behaviors, and attitudes. We use our consulting, training and coaching services to help improve management and personnel performance along with building a foundation on which employees motivation and satisfaction form the base of human capital development.

We use a combination of consulting and capacity building training and coaching that allows us to deliver a more holistic approach in human capital development that results in more successful business practices that are built on people's capabilities. **Competence** is able to deliver a broad range of human capital development services that help create a suitable work environment that increases efficiency, satisfaction, loyalty, and workforce effectiveness while reducing costs. These services include:

- Human Resources Management and Planning
- Organization Structure and Job Analysis
- Compensation and Benefits Planning
- Various Training Programs
- Human Resources Recruitment and Selection
- Career Development and Succession Planning
- Training Needs Assessment and Planning

8 Strategic Financial Management

Typical financial consulting firms can show clients how to set up accounting procedures, create financial statements, and manage financial teams. As financial consultants, we offer our expertise in finding cost saving opportunities while building profit and optimizing clients' overall business performance. Our consulting services can really make an impact on the company's bottom line growth.

Our purpose is to assist companies in achieving their growth, profit, and liquidity objectives. We work with our clients to identify financial challenges and create solutions that improve their financial stability and performance. We concentrate on profit building through helping companies attract and retain profitable customers. We start by analyzing a company's current financial ratios to deliver total clarity. Through this insight, we identify strategies that increase overall profitability. Our financial management services include:

- Strategic Financial Planning
- Financial Due Diligence
- Finding Investors

9

Private Sector Development



Competence works with national institutions and donor programs from various organizations such as the USAID and the European Union, offering solutions tailored to local development needs. We are registered as a service provider under different rosters of government and aid programs.

Our range of services include consulting and coaching aimed at enhancing sector competitiveness, export development and promotion, assessing enterprises export-readiness within sector/value-chain, along with export capacity building training and coaching at the sector level. We leverage our extensive industry expertise, strong business network and solid project management and backstopping capabilities to effectively manage larger size projects and help achieve substantial improvements at firm and sector level, leading to lasting results.

We also work with local and international consulting firms and individual experts to improve the implementation of various projects. We are continually seeking partnerships with experts both local and abroad for cooperation in developing joint projects that have the overarching aim of increasing private sector development.



10

Family Business Transformation

The majority of organizations in our region are family businesses, and we have accumulated experience in family business transformation by revamping business models along with designing and executing strategies and helping our clients achieve long term growth.

We develop comprehensive strategies for enterprising families to thrive together as owners, managers and family members through succeeding generations. Our work with family firms is grounded in business expertise and is supported by a unique understanding and approach to family dynamics and managing conflict. Our family business consulting focuses on the following areas:

- Business Transformation
- Business Constitution
- Business Governance
- Succession Planning
- Conflict Resolution
- Leadership Personal Development



Industrial Sector

Competence works with enterprises across a wide range of industries to develop and implement innovative solutions that allow them to rise above the competition and achieve sustainable growth.

We have built experience in the Jordanian manufacturing industry by working directly with individual enterprises and through manufacturing associations

Service Sector

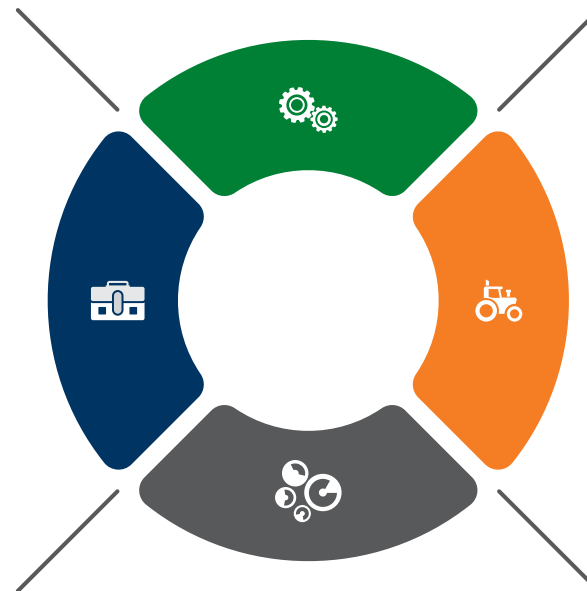
Competence has a breadth of experience in the services industry, having provided consulting, training and coaching in strategic management, marketing, organizational development, HR development, and service quality among others, aimed at contributing to organizations growth.

Our service improvement services have resulted in improved quality of services provided, and increased customer satisfaction and loyalty to all our clients in the services industry.

Agribusiness Sector

Competence has helped agricultural growers, processors and exporters in formulating business plans and has trained small producers on how to develop export markets, how to identify market opportunities and respond to market demands, how to identify relevant market access requirements and upgrade their company and products to improve their competitiveness in export markets.

We have a wealth of experience in conducting market research concerning the fresh fruits and vegetables market in of numerous countries in the region and beyond.



Public Sector, NGOs & BSOs

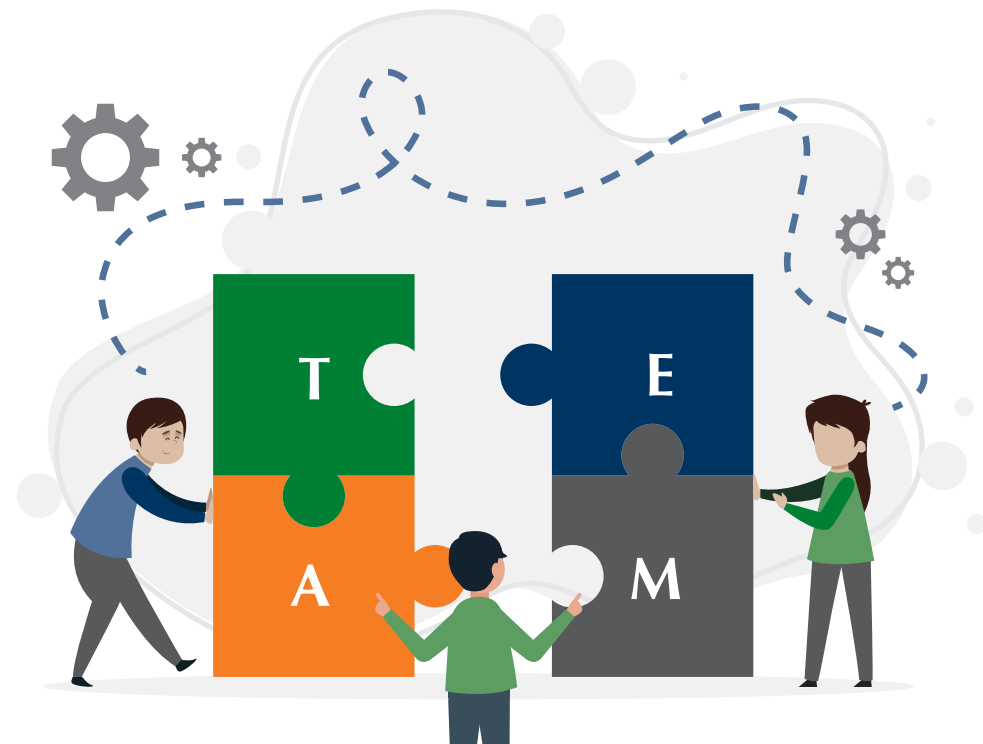
Competence has long partnered with governmental institutions, non-governmental organizations and business support organisations in providing consulting services in strategic development, organization development, financial sustainability, marketing, service quality improvement, and enhancing the quality and range of their services and their capacity to effectively support private businesses.

Our Leadership Team

Competence has a dedicated team of full time consultants from diverse professional backgrounds that contribute their knowledge, experience, and passion to what they do every day. We also count on our team of associate consultants and trainers whose expertise can be deployed for specific projects. With our extensive range of capabilities we are able to tailor our offering for each customer by providing quality services customized to their needs and requirements.

We also have a qualified project management and backstopping team experienced in the field of project cycle management – from planning, to implementation and monitoring, who support the team of consultants in realizing the projects and ensuring consistency of quality in the delivery of our services, while maintaining effective liaison with our clients and other stakeholders. They provide support for our larger projects under framework contracts and grant fund management along with short and medium-term consultancy and training assignments.

To enhance professional exchange and provide our clients with the best expertise, we have established successful partnerships with consulting companies and individual experts worldwide and we are continually open to collaboration with international and local consultants.





Tel: +962 6 581 1475 | Fax: +962 6 581 1701 | info@cmc-jo.com | www.cmc-jo.com
21 Ibrahim Qattan St | P.O.Box 950892, Amman 11195, Jordan

