



Transforming a Government/Public Organization to a High-Performing Corporation

Ryyan Tarabzoni
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Our Speaker & Moderator



Our Speaker

Ryyan Tarabzoni
CEO, Saudi Air
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Our Moderator

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SANS Introduction

May 2021



The beginning of Air Traffic Control in KSA through (flight information center “FIC”)



1945

2004



The main divisions for Air Traffic control; Airways Engineering became ANS

Started the implementation of corporatization its business units



2015

2016

SANS Corporatization



2017

Strategy and Transformation Preparation

2018+

Transformation Roll-out

Current

SANS is mandated to provide air navigation services for the Saudi FIR inclusive of air traffic services, instrument flight procedures, aeronautical telecommunication and information services.



Efforts towards successful transition to performance-based organization is ongoing

What corporatization has meant to SANS

Established new Strategy which has provided the right level of focus and reason for change

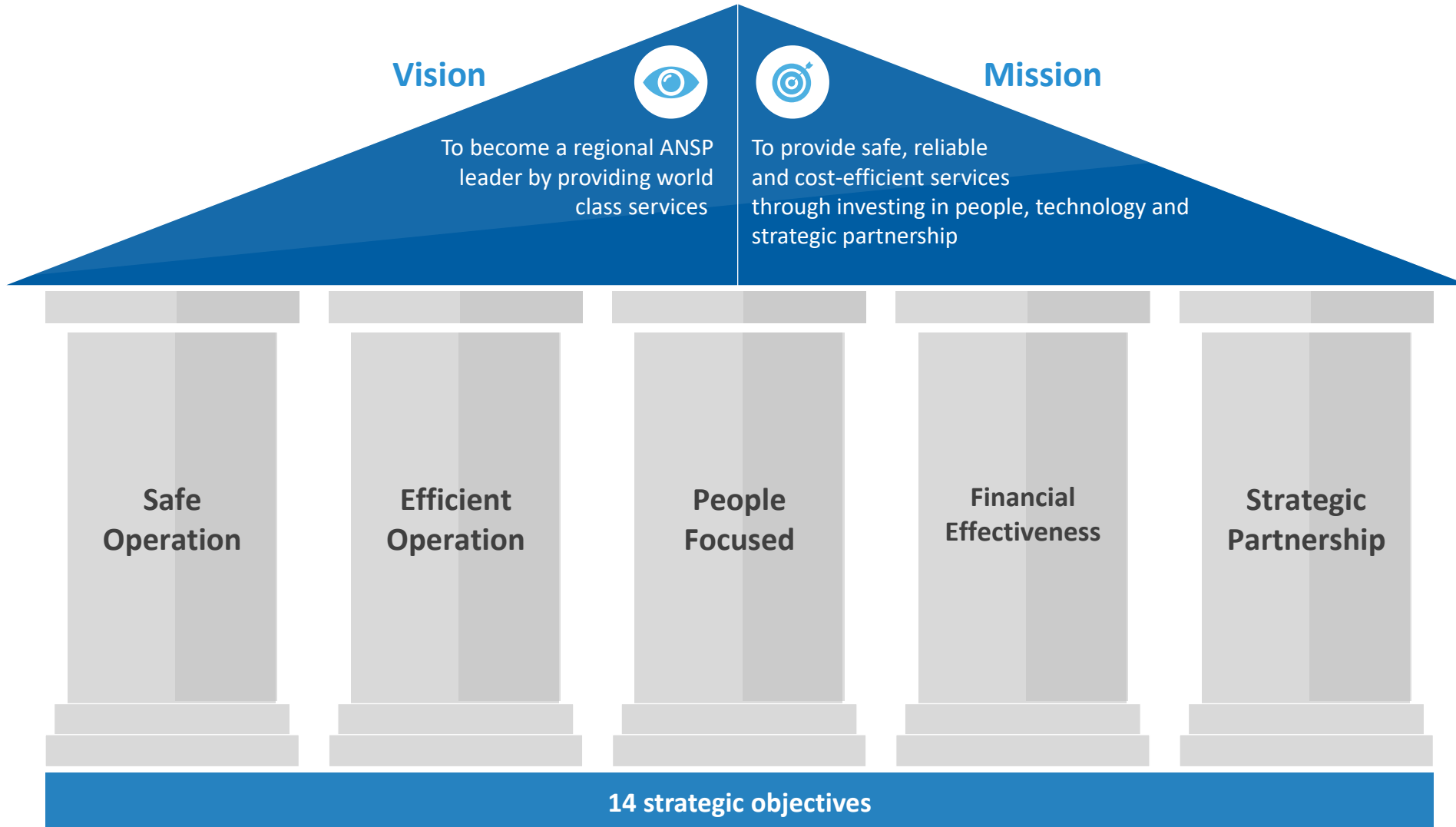
Implementing Transformation strategy in an effort to transition into a performance driven independent entity focused on safety and efficiency of services

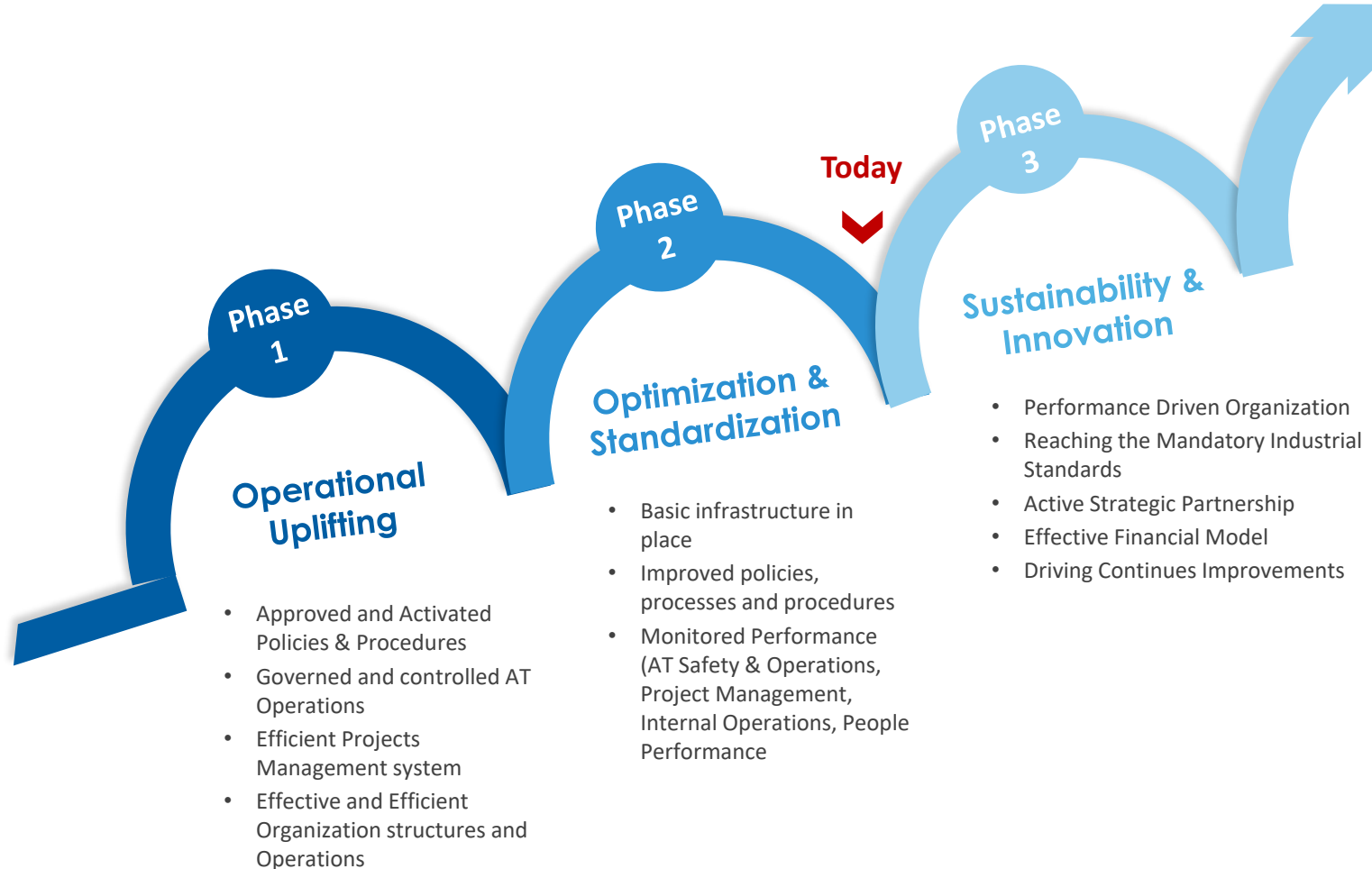
Driving Financial Sustainability

Focused CAPEX investment in-line with strategy and transformation

Productivity driven organization

As a result of corporatization, a strategy was established to provide clear direction for elevating operations and services





Safe, Reliable and Cost Effective Operations
(Reassessing the vision & start new cycle for improvement)

- With the start of transformation journey in **2018**, SANS has uplifted its operation internally by establishing strong foundation that includes (systems, tools, standards, policies & procedures) across the organization
- In **2019 and 2020**, SANS focused on continuously reviewing, assessing and monitoring the organization internal performance to ensure overall optimization and standardization
- Moving to **2021**, SANS maturity has uplifted in some areas allowing for innovation and sustainability, where others are still in the last stages of optimization



SANS focused its effort in the first years on setting a strong HR foundation to drive successful change across the organization



Aims to deliver effective and efficient safety management system focusing on pro-active approach and enhancing the safety culture across all levels of SANS.

Focuses on continuous improvement in systems , technologies and airspace through ensuring the optimal use of resources and efficient internal management processes.

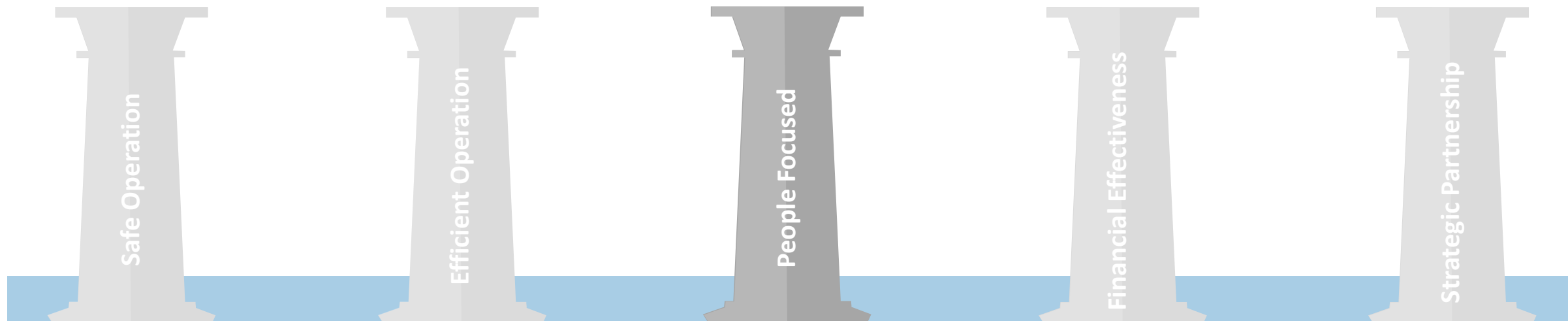
Dedicated to build an inspiring work environment through empowering SANS employees with talent development programs and build performance driven culture.

Focuses on optimal use of financial resources for SANS by ensuring effective revenue generation and fulfilling regulatory and governance requirements.

Focuses on strengthening the joint value relationships with our strategic stakeholders and enhancing customer satisfaction.



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ESTABLISHMENT OF FULL-SCALE HR TOOLS AND SYSTEMS

Built comprehensive HR foundation by rolling-out 19 HR services/systems:

- Updated Skill Matrix
- Enhanced Organization Structure
- Updated PMS
- Introducing 360 Assessment
- Updated Policy & Procedure
- Introducing Code of Conduct
- New Recognition System
- In-house Trainings
- Enhanced Recruitment System
- Employees Call Center
- New Business Travel and Ticketing system



CORPARETE COMMUNICATION

Improve internal/external communication to become more “active” with employees by launching of website, portal, SANS mobile APP to better engage with SANS employees



WORKPLACE UPLIFTING

SANS invested in massive workplace uplifting that includes renovation for building, offices, meeting rooms and break areas in +9 facilities across +6 locations around the kingdom



UPLIFTING CULTURE

To Culture Survey conducted to indicates significant positive change has been observed over the years: **12.7%** (2017), **53.7%** (2018) to **65.6%** (2020)





SANS continues to promote Safety and Security culture and we are realizing the fruits of our efforts



Safety & Security Program Achievements



CANSO awards SANS 5th place in **CANSO Global Safety Achievement Award**



Careful back to office planning and communication protocols with zero office transmission cases.



SANS Aviation Security Program approved by GACA



26.4% of employees have been vaccinated, and many more expected to be added in May



Zero Cyber security breaches with 40+ successful blocked phishing attempts

What is CANSO Global Safety Achievement Award?

CANSO Global Safety Achievement Award is an award given to a company or team that has made a significant contribution to reduce aviation risk during 2020

1. The **award** was measured based on **5 criteria** including innovation and replicability
2. SANS shared "**SANS Safety Culture Building Bocks**" framework and impact for submissions in this award
3. A record number of applicants applied to the award, and SANS was short listed and won the **5th place**

