PORTFOLIO



Ing. Joseph Micallef

Strategic and Operational Excellence

High Level Profile

Joseph Micallef: an engineer by profession, a business leader and technology enabler with over three decades of experience across different industries and sectors, locally and abroad.

Demonstrates a great passion for guiding organisations along the road leading to innovation leadership, operational effectiveness, value-adding activities, and customer-centric, high-quality performance. Successfully achieved through the development, mentoring and execution of a mix of business excellence disciplines and best practices.

Focus:

- strategic and operational reorganisation
- innovation management
- re-engineering and transformation
- development of a Lean Digital Future State
- project management and execution
- coaching, mentoring and leadership
- best practices in
  - Quality
  - Lean
  - Six-Sigma
  - Digitalisation
  - IoT for Business Innovation

Bio

Joseph's **three decade career**, originated in manufacturing where he occupied various senior management roles in Research and Development, Quality Management and Health and Safety. Later evolving through his consulting and advisory portfolio, primarily focusing on strategic and operational reorganisation, transformation and project execution, coupled with high level strategic actions.

His consultancy experience started off over **23 years** ago, giving him the opportunity to undertake successfully a very broad portfolio of projects, both locally and overseas within a wide range of sectors such as: Government and Government Entities, various manufacturing segments, industrial/engineering and transportation, logistics, supply-chain operations, marine, aviation and project-based organisations, F&B and hospitality, real estate, education and NGO's, utilities, healthcare, IT and financial services.

Bio

Joseph has worked very closely with various C-Suite Executives, in supporting high level **strategic** decision-making processes.

He has contributed greatly in achieving **business excellence** through the undertaking of lean digital transformation, led through diligent project management and execution skills, effective leadership and building trusted relationships, the ability to listen and understand, and a determination to achieve set goals.

He has put together, led and participated in a number of **project execution** opportunities involving multi-disciplinary specialists, an integrated level of complimentary disciplines and best practices.

Joseph leads a selected number of **innovation** initiatives and **start-up** projects, through the incubation lifecycle.

Bio

Joseph, who is also a Lean Six Sigma Black Belt, an IoT Leader, and an active Council Member of the **Malta Innovation Forum**, has embarked on developing **innovative idea generation** through the application and enablement of emerging technology within the business context.

Through the various experiences gained, he has developed a strong background in providing **coaching** and **mentoring** services, designed to facilitate the establishment of effective, value-adding and quality-driven business processes within organisations.

A regular **speaker** and **facilitator** at a number of training seminars, workshops, conferences, and webinars, he has trained thousands of middle-management level and top executive management delegates in Malta, UK, Italy, Egypt, the UAE, Oman, Kuwait and Saudi Arabia.

Service offering

A non-exhaustive presentation of activities

Leadership roles: operations excellence

- Direction-setting, Board-level and strategic roles
- Executive/non-executive engagement (CxO)
- C-suite mentoring and coaching (one-on-one)
- Top Management realignment & workshop facilitation
- Think-tank driver: innovation and idea generation
- Thought-sharing, bouncing of ideas at inception stage, opinion-seeking and outsider’s view



Operations review

- Business operations review (Enterprise Level)
- Specific detailed review of identified points of pain (Business Process or Workflow Level)
  - identify gaps in the process flow
  - identify and reduce/eliminate process waste and non-value-adding activity
  - enable quality improvement opportunities
  - streamline business processes to maximise operational effectiveness and efficiency
  - introduce/challenge process performance assessment metrics and KPIs



Digitalisation

- Conduct a Digital Readiness Assessment
- Develop Lean Digital Future State process designs
- Enabler for i4.0 business process automation
  - workflow automation
  - smart emerging technology solutions through IoT and smart deployment
  - engineering-based/hardware automation
- Generation of Functional Requirements Specification Documents for enabling and sourcing technology-based and engineering solutions (bespoke, custom, off-the-shelf)
  - collaboration with technology providers (hardware and/or software)
  - project management of the execution/implementation process



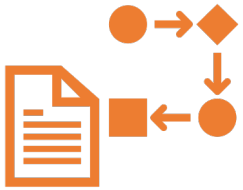
Innovation

- Idea generation, cultivation and incubation
- Innovation strategy deployment
- Mentoring, coaching and handholding start-up initiatives
- Development of organisational structures
- Creation of the business model and its operating environment
- Design of innovation business processes, their metrics, appropriate resourcing, and successful roll-out



Systemisation

- Generate appropriate levels of documentation:
  - policy documents
  - corporate and functional objectives
  - standard operating procedures
  - work instructions
  - managed information flows



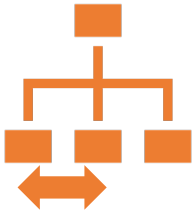
Operational sustainability

- Design for business sustainability
- Business activity optimisation and change
- Operational waste and carbon footprint reduction
- Business continuity planning
- Innovative mobility solutions



Organisational restructuring

- Assess and re-organise the resource structures within the organisation in adaptation for Lean Digital Future State operations
- Enable a flexible, multi-skilled, cross-functional workforce, maximising on capacity and capability of existing resources
- Business Continuity Planning and Implementation



Project execution

- Developing Project Initiation Documents (PID) for defining your upcoming/ongoing initiatives
- Setting up your Project Management Office (PMO)
- Leading multi-disciplinary teams, subject matter experts (SMEs) and project resources through the PMO
- Project Planning and leading the various implementation workstreams, with hands-on participation within specific executive teams
- Resource and capacity building for augmenting your ongoing initiatives needing that additional support



Learning & development

- Facilitation of strategic workshops:
  - challenge existing or upcoming operational plans
  - develop new strategies such as quality, lean, digitalisation, innovation, succession planning, business continuity, disaster recovery and related areas
- Delivery of specific training and learning initiatives to top, middle and executive level resources:
  - various themes
  - interactive, workshop-based delivery
  - real life experiences, case-study based



Knowledge transfer, …some typical themes

- Quality Management
- Lean Management
- Six Sigma
- Process Analysis Tools and Techniques
- Operational Excellence
- SPC
- FMEA
- 5S
- Documentation Management
- Internal Quality Auditing
- Technical Report Writing
- Business Process Management
- Transformation and Change Management
- Project Management
- Leadership Management

…and various other related topics

Approach

The three-phased methodology

Initiatives

Discover

- Challenging/setting up of strategies
- Identifying the gap
- Strategic and operational reviews
- Process modelling and analysis

Develop

- Instigating Lean Management best practices
- Setting up Quality Management Systems (ISO9001:2015)
- Auditing Quality Management systems
- Undertaking Digital Readiness Assessments
- Designing of Lean Digital Future State processes
- Development of Functional Requirements Specification Documents
- Enabling and sourcing tools/systems for digitalisation of organisations
- Identifying IoT opportunities for futre state business modelling

Lead

- Mentoring and leading transformational change
- Enabling successful implementation of multi-disciplinary best practices
- Organisational restructuring
- Programme management planning
- Project management execution
- Training and facilitation of interactive workshops



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Scale-up network

Accessibility to increased capacity & subject matter experts (SME)

Extended Network



Subject Matter Experts & Sectoral Specialists:
Technical, Technology, Civil, Commercial, Legal, National & EU Funding, ESG



Capacity building:
Analysts, Engineers, Data Scientists



People, Learning & Development Specialists and Coaches



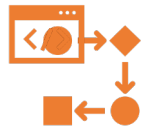
Digital Technology and Secure-solution Specialists:
i4.0, IoT, LBS, ML, AI, VR, AR, Digital Twins, SaaS



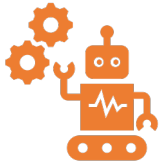
Environmental, Social & Governance (ESG):
Energy, Renewable, Sustainability, Carbon Accounting, Social, Governance specialists



Innovation Modelling:
Idea Generation, Proof of Concept, Commercial Modelling, Incubation, Scale-up



Information Technology Applications and Systems:
ERP, PLM, BMPS, Smart Solutions, Custom Design



Engineering Automation
Hardware Design & Fabrication, Jig Design & Build, Automation Systems

Strategic Partners



www.cleverbit.software



www.smartmonkey.io



www.tedalos.net

Strategic Partners



www.nunsys.com



www.ngs-sensors.it



www.planradar.com

Strategic Partners



www.informa-mea.com



www.damson.group



www.ca.com.mt

Case studies

By sector

Manufacturing

Taking a company involved in the production of food through an organisational and operational transformation, with the ultimate scope of leadings it's operations through changes in best practices, with operations transferred to a new facility, with a management restructuring process through a business continuity and succession planning exercise

Conducted a Business Activities Review within a specialised manufacturing company in order to establish options available for maximising on its internal resources and specialisations. A key objective being in resorting to appropriate mechanisms for aligning the allocation of work with the value proposition of the business. Managed the implementation of a Master Plan developed as a conclusive outcome of the review

Reviewed the Sales Order Processing, Planning and Procurement functions for a local company with head office in Malta and an overseas manufacturing facility, to shorten the lead time in its pre-manufacturing operations. Created functional requirements and technical specifications, and hand-held through the process to procure a sector-specific ERP solution

Mentored and introduced the concept of FMEA within a company that designs and produces specialised technical components

Conducted a number of occupational health and safety risk assessments in various companies and helped same develop their OH&S strategies, policies and procedures

Designed and implemented quality control techniques based on six-sigma tools (SPC) within a leading multinational manufacturing company

Manufacturing

Conducted an export-readiness assessment to support the strategic direction of a quality inspection service provider, wanting to seek growth to international manufacturers

Set up, established and implemented a quality system on identified segments of the operation of an assembly company to satisfy stringent quality requirements originating from its main multinational client

Designed, implemented and piloted a quality control technique based on six-sigma tools (SPC) within a company that designs and produces specialised technical and precise engineered components

Implemented ISO9001 Quality Management System to enable an electronics manufacturing facility in Malta, operating for a German mother company, to become certified within very tight time frames

Prepared a Quality Management System to ISO9001 requirements to enable an artistic and craft-oriented company in seeking to export its high quality and prestigious works of art

Logistics

Led, coached and executed the changes needed to enable a major logistics operator become recertified to ISO9001 Quality Management System

Lead an ISO9001 Quality Audit of a logistics management company based and operating in Sicily

Participated within a multidisciplinary team of experts, from an operational perspective, to study and assess the readiness of one of Malta's largest logistics operators for restructuring and re-branding

Transportation

Oversaw the implementation of a quality management system to ISO9001:2015 within a national transportation company

Put together and led a multidisciplinary team, consisting of technology architects and emerging (IoT, AI) solutions development specialists, various hardware entities, NGOs and business specialists to build a Minimum Viable Product (MVP) pilot project in the electronic mobility sphere to be implemented in selected countries in Europe

Lead and executed a project to redesign the on-boarding and off-boarding process, including the ticketing methodology and systems in place for an inter-island ro-ro ferry operator

Participated in a multidisciplinary team, from an operational perspective, in undertaking a strategic review of an inter-islands ro-ro ferry services operator, with the scope of identifying strategic and operational changes

Acting as a guardian and evaluator for ensuring that a predefined set of commitments are maintained throughout the fair operation of a specific transportation operator

Implementation of a smart transportation passenger management and tracking system

Industrial (various)

Conducted numerous Quality Management System readiness assessments within a number of companies coming from a varied mix of industries and sectors, example: specialist engineering tool fabrication, supply-chain, yacht engineering refitting, furniture manufacturing, other assembly/production facilities, specialist aviation maintenance and engineering workshops

Conducted numerous Space Audits to review and advise various companies (manufacturing, engineering, bakery, textiles) on opportunities to maximise operational flow efficiencies and therefore make better use of space layouts and its utilisation.

Aviation

As part of the strategic transformation of the company, conducted a detailed operations review and reengineering of the activities involved in the procurement and storage of aircraft parts within the Engineering Department for the operation to be changed into a more modern, efficient and effective one; and moreover to prepare the airline to offer third party maintenance and repair services to other operators

Naval Engineering

Led and implemented a Quality Management System to enable a marine engineering service provider firm get certified to ISO9001

Aeronautical Engineering

Conducted a detailed Strategic and Operations Review to identify changes that needed to be undertaken in order to maximise resource capacity and capability, increase efficiency and effectiveness of operations and prepare the business for its revised vision and continuity route

Developed a Business Plan to enable an aeronautical engineering firm seek to relocate facilities as a result of business growth

Generated a fully documented procedures manual in line with quality management system requirements for a local aircraft tool maintenance, repair and overhaul engineering firm

Project-based Services

Conducted a detailed Operations Review to redefine the company's strategic direction and a review of all its operational activities with the scope of taking the business to the next level within its lifecycle

Conducted an assessment against compliance to ISO9001 Quality Management System requirements for an alternative energy company dealing in the design and fitting of energy efficient solutions

Led, coached and implemented a Quality Management System within a major local fire, security and access control company to become certified to ISO9001

Conducted an assessment against compliance to ISO9001 Quality Management System requirements for a leading Maltese project-based organisation

Supply-Chain Management

One-to-one C-Suite coaching and mentoring on operations management best practices, tactics and mind-sets for a specialised industry operating within the supply-chain and project execution business

Supply-chain process operations re-engineering through methodolical reviews, assessments and re-design for more Lean Digital Future State business model, within the life-sciences and projects industry

Conducted an assessment and evaluation of current state activities for a pharmaceutical supply chain group of companies, and subsequently designed and developed the digital business model for future operations, leading to the specification, proposal evaluation and selection, and subsequentl the project management for the deployment of an ERP/CRM system

On-line Services

Led and supported an affiliate marketing IT-oriented organisation based in Malta to transforming customer-facing operations with the scope of maximising on efficiency, effectiveness and quality

Financial Services

Lead and executed the reengineering exercise for the activities involved in opening a bank account, specifically for high profile account holders. Reviewed current state processes, identified streamlining opportunities and gaps, reengineered future state processes to ensure optimised operations, increase consistency and efficiency, and to reduce error opportunities in executing the process activities

Generated a comprehensive documented management system for one of Malta's leading insurance and underwriting companies in Malta. Created a comprehensively documented management structure, complete with policy documents, procedures and work instructions as one of the first steps towards formalising the business activities

Undertaken business process reengineering for a number of key processes within an insurance and underwriting company, operating in Malta through an international brand

Completed a comprehensive set of documented process workflows for introducing good governance and procedural descriptors covering the various processes involved within different business units (health, motor, life and non-life covers) for a leading local insurance company

Healthcare

Conducted a detailed operations review of the surgical interventions within the National General Hospital with the scope of identifying areas for improvement: management of human resource complements, equipment and infrastructure

Conducted a detailed operational review at the National Healthcare Department that manages and handles the procurement of high value and critical medical goods. The outcome was a set of clearly defined procedures and workflows based on value-adding operational consistency, clarity and optimised workflows

Hospitality

Project managed and developed a complete and fully documented management system for a new fully-fledged five-star hotel complex

Developed an implementation plan spanning across two and a half years, from management system design and implementation through to launch, and subsequent hand-over

Reviewed the operations of a hotel to maximise efficiency and effectiveness of the catering functions for two of its five-star hotels and their outside catering operations

Food & Beverage

Conducted a detailed operations review of two independent yet specialised F&B operational plants with the scope to justify further investment in the two facilities belonging to the same shareholders

Consulted one of Malta's leading wineries to re-certify itself to ISO9001 Quality Management System

Consulted one of Malta's largest industrial bakeries to establish a documented quality management system in line with ISO9001 certification requirements

Conducted a thorough operational layout assessment of a local confectionery factory to assess the need for expansion and/or re-location. It transpired that through the introduction of lean practices the facility could well cater for the current and foreseeable future needs of the operations

Education

Conducted various periodic assessments on service providers as part of the Quality Assurance process employed within the several Teaching English as a Foreign Language (TEFL) schools in Malta

NGO/VO

Led, coached and implemented a Quality Management System within a local social welfare NGO dealing with mental health and social issues to become certified to ISO9001

Active committee member, providing leadership and direction to initiatives taken

Real Estate

Lead, coached and implemented a Quality Management System within a leading real estate company in Malta, to be the first to become certified to ISO9001 within the sector

Designed the concetual operational structured needed to be put into place, within the structure developed for the management and running of a national natural park project

Utilities

Participated in a multidisciplinary team, from an operational perspective, in undertaking a strategic and operations review of a water utility, with the scope of identifying strategic and operational opportunities

Conducted a detailed study within the functions of the water utility to assess allowances schemes payable to employees based on their exposure to various situations, within different functions such as the production of potable water, distribution and recollection, waste water, water polishing and nation-wide sewage network collection and processing

Undertaking of a detailed operations review within a technical services function, in order to identify organisational and operational improvement opportunities, focusing on capacity, coordination, and leadership approach enhancement

Government

Project Managed the process for generating simplified cost options to be used within the Framework of Rural Development Programme for Malta 2014 - 2020
Project managed and developed the tender functional requirements for Government to implement the Once Only Principle across various pilot entities
Supported in the project management on behalf of Government in the process of negotiations and contractual agreements in granting a PPP concession to develop a free-zone oil and gas maritime hub in Malta
Project Managed a multi-disciplinary team to generate the tender document for Government, to issue a PPP for the development of modern facilities to house the marketplace for the auctioning process of locally grown and harvested produce
Specialist consultant role in the design of a governance structure, and the design of an operations plan for the development of, and running of, a national park

Public Services

Carried out a detailed review of the operating processes within a functional unit of the Malta Police Force. The scope being to understand current procedures and to improve the methodologies adopted, optimise activities and extract functional requirements en route of a digitalised model, to be designed for the function's sustainability
Led and project managed a multidisciplinary team to conduct a study and develop the functional procedures complete with the technical requirements, complete with the drafting of a tender document that was issued, calling for an electronic portal that would facilitate B2G interaction, execute better streamlined processing, and implementing the Once Only Principle across Government
Project managed the process for introducing a comprehensive documented management system within a Government Entity
Led and executed the reengineering and streamlining of administrative processes, interacting with multiple external stakeholders in the process, and appropriately documented the activities for processing expatriate residence and work permits, and issuing of temporary residence visas to cater for expected increased demands
Designed a holistic customer care function for a multifunctional government agency responsible for eight key units. The design included the concept, infrastructure and manpower complement requirement
Led and executed the reengineering and streamlining of administrative processes, and appropriately documented the activities for passport applications to increase quality, effectiveness and efficiency
Project managed a multidisciplinary team, and executed the activities to develop the operational redesign, including automated operations, business activities, and infrastructure for a local government-owned fruit and vegetables market
Project managed a multidisciplinary team, and executed works to enable an organisation that is primarily tasked with offering billing services (billing and collection) to review and adjust the tariff rates being charged on its different classes of consumer base
Project managed a multi-disciplinary team of experts to evaluate the feasibility for the introduction of a fibre optic data cable between Malta and Gozo. The feasibility study addressed technical, financial, socio-economic and regulatory aspects
Development of a National Manufacturing Research Strategy for Malta through an EU co-financed research project

Innovation

Developing the inception of an innovative and technology-driven (IoT, ML, NFC, etc.) mobility application, and supporting in the execution of the foreign-based Minimum Viable Product pilot, with the eventual objective to also introduce this on the local scene which will act as a National test-bed. The developed final product is expected to be prepared for eventual internationalisation

Designed, developed and specified an innovative and intelligent technology-driven solution (IoT, LBS, ML, AI, etc.) for introducing environmental-friendly initiatives and improving user-experience within the transportation scene. Leading the initiative from Proof of Concept to commercialisation.

Strategic role in supporting an innovation start-up company that has been developing the deployment for a social impact assistant NLP chatbot, with applications in the healthcare, eductional and other social sectors.

Supporting a pollution monitoring and control solution, specifically designed and developed for the shipping industry, harbours and ports, using state of the art sensing and monitoring technologies

Knowledge Transfer

Organised, delivered and facilitated a number of conferences, training sessions and workshops in various expertise areas in Malta and overseas

Collectively mentored and trained thousands of personnel at Executive Management, Senior Management and Middle Management levels.

A cross section of events organised, some on a periodic basis, include:
- Annual lean management conferences
- Various comprehensive training programmes addressing specific lean management topics
- Statistical Process Control training workshops
- Process Analysis Tools and Techniques
- Quality Management Systems training workshops
- ISO9001:2015 Quality Management System Requirements, awareness and training workshops
- Documentation Management Systems
- Internal Quality Auditing
- Technical Report Writing training workshops
- Business Process Management training workshops
- Transformation and Change Management Workshops
- Project Management training workshops
- Leadership and Management training workshops

Regular invited speaker in various physical events in Malta, Europe and the Middle East, as well as virtual presentations and webinars

Let’s talk

Feel free to reach out

Connect here

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Strategic and Operational Excellence



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