



Zamil Industrial Investment Company – ZIIC

Leading manufacturing and fabrication group adopts Adobe solutions to streamline key business processes

Overview

Zamil Industrial Investment Company (ZIIC) is an international manufacturing and fabrication group, supplying the global construction industry from its three business sectors: Zamil Air Conditioners (ZAC), Zamil Steel Industries (ZSI), and Zamil Glass Industries (ZGI). These sectors provide an extensive portfolio of products ranging from air conditioning systems and pre-engineered steel buildings to electricity pylons and architectural glass.

In 1998, ZAC, ZSI, and ZGI were merged to form ZIIC, which is headquartered in Damman, Saudi Arabia. Today, the company employs more than 4,500 people in 50 countries and exports to more than 70 markets, including Malaysia, Germany, Australia and the UK.

Consolidation leads to process transformation

Prior to the merger that formed ZIIC, the three business sectors had their own business rules and functional departments. ZIIC realised that harmonising business processes across the three sectors would make it easier to introduce consistent workflows and improve the new organization's operations. The consolidation also forced ZIIC to restructure its corporate data, which had been successfully remodeled and migrated into an Oracle environment.

Shadi A. Al-Ghanim, system supervisor at ZIIC explains, "By using Oracle, our data system would be robust. However, we didn't have the business processes in place to make the most of the system." Given the company's small IT group, ZIIC needed to find a trusted, virtual external team to better integrate its business processes with Oracle.

An integrated workflow supporting change

The new solution had to be rolled out across the business and support more than 700 users, including managers and supervisors in varied disciplines. Although ZIIC had an existing EPIC-based workflow solution, its services partner SOMAC-IT recommended the Adobe Intelligent Document Platform.

Thanks to SOMAC-IT's solid understanding of Adobe solutions, the ZIIC project moved ahead quickly. "SOMAC-IT employees were there to help and had a direct communication channel into Adobe, so problems were avoided before delays occurred," said Al-Ghanim.

Overcoming resistance

The team knew that any new processes must be easy to adopt and the user benefits had to stand out. One way this was accomplished was to list all processes on the interface alongside an individual help button, giving users a visual snapshot of the workflow and how it works. The team also used training videos to explain new processes. Once employees began using the solution and seeing the benefits, the project team knew the Adobe solution would be successful.

ZAMIL INDUSTRIAL INVESTMENT COMPANY

www.ziic.com

Customer
Logo

INDUSTRY

Manufacturing

CHALLENGES

- Adopt a shared services model with new rules and procedures
- Improve understanding of processes throughout the business hierarchy
- Reduce excessive administration workloads for shared service functions
- Streamline integration with Oracle database
- Utilise the IT team efficiently

SOLUTION

- Collaboration
- Process Management

ZIIC is using the Adobe Intelligent Document Platform to improve vital business processes such as employee administration and inventory tracking.

RESULTS

- Saved millions of dollars by reducing the amount of parts sitting on shop floor or going to scrap
- Reduced employee hours spent on internal processes
- Increased internal efficiencies with a shared services model work
- Enabled small IT group to greatly enhance everyday business processes
- Improved understanding of and conformity to corporate processes
- Streamlined quality control

IN PARTNERSHIP WITH SOMAC-IT

- Description
- www.somac-it.com

Partner
Logo

“The Adobe solution is critical in making effective changes to our business processes. The system is easy to use, and the resulting efficiencies have saved the company millions of dollars.”

Shadi A. Al-Ghanim,
System supervisor,
ZIIC

The first process change focused on handling Status Change Advice (SCA) forms for tracking employee records such as pay increases, holiday entitlement, contract dates, promotions and transfers. ZIIC holds an SCA for each employee and amends the document every time an employee’s status changes. The complex SCA form includes 14 sub-processes. ZIIC had already spent two years streamlining processes for completing SCAs before implementing an electronic workflow.

Many HR guidelines and rules apply to activities affecting SCAs. For example, there are rules regarding transfers within the organisation and salary increases. Quite often employees were unable to answer questions on SCAs, prompting them to contact ZIIC human resources or simply make up the information. Additional problems arose when the forms were sent to the wrong person or department.

Previously, employees completed SCAs and gave them to their supervisors, who reviewed and forwarded them for final sign-off and delivery to HR. HR entered the data into the Oracle database and only then discovered if the data was correct. If the Oracle database was unable to validate data or sign-off the form, the SCA was returned to the employee.

The Adobe workflow solution has enforced conformity to the business rules and created inherent order to the SCA process. A salary increase, for example, is processed only if the proper managers have validated an SCA. To further ensure accuracy, the technical team built an initial repository within the workflow system to verify data before it enters the Oracle database.

Better vacation tracking and employee reviews

The second transformed process was the Leave Request (LVR). Previously, the company had problems tracking the amount of holiday entitlement taken by staff. Now, an employee simply enters his or her unique employee number and holidays into the form. The system automatically calculates the remaining holiday entitlement and submits the data to an Oracle database where it is stored.

Automated completion of the Personal Evaluation Development Plan (PEDP) form has also been a huge success. The form is associated with each employee’s annual appraisal used to determine salary increases. With the Adobe workflow solution, PEDP data is automatically uploaded into Oracle. The database calculates the pay increase based on the score and rank of the employee within the department. Once the PEDP is complete, a Merit Increase Form (MIF) is automatically generated to communicate the change to the employee. The new salary details are also included in the next SCA.

Caption Header

Improving process management at a business level the Adobe workflow solution has reduced administration roles and made processes more accurate and effective.

Graphic Sample Area
Graphic = Photo, Image, Infographic, Chart, etc.

SYSTEMS AT A GLANCE

- Adobe Workflow Server
- Adobe Workflow Designer

- Platform: Windows
- Database: Oracle 11i
- Core Applications: Unknown
- Applications Server: Blade
- Hardware: Unknown

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Company-wide savings

ZIIC uses the Adobe solution extensively. Already, ten key business processes involving approximately 80 forms have been initiated. The processes touch many departments such as HR, IT, Sales, Materials Planning, and Quality Control.

The improved processes have saved the company both time and money. For instance, the Quality Control department for ZAC previously lost thousands of dollars because deliveries of new parts were rejected due to defects and incorrect specifications. The parts would simply be set aside on the shop floor. Oftentimes this delay resulted in vendors refusing to refund the money for returned goods and ZAC had to send the parts for scrap.

Now, the Quality Control Rejection workflow automatically logs and tracks rejected parts. The vendor knows about the problem within days, and the number of parts sitting on the shop floor is almost nothing. “The Adobe solution is critical in making effective changes to our business processes,” says Al-Ghanim. “The system is easy to use, and the resulting efficiencies have saved the company millions of dollars.”

Manual administration workloads radically reduced

ZIIC has processed more than 5,500 SCA forms in the last 3 years. This means that 239,000 individual, paper-based employee actions are now electronic workflow transactions that simply require a click of a button. In addition, 12,000 LVRs were processed in the first eighteen months. And, in first round of PEDP, every employee automatically received the applicable salary increase without the need for HR professionals to manually update records.

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Clear, easy-to-follow business processes

Through training and the user-friendly attributes of the Adobe solution, everyone now understands the processes. Employees can track submissions themselves, resulting in a reduction in inquiries to managers and HR professionals.

With streamlined processes the forms are automatically sent to the right person for authorisation. The forms also contain the correct regulations applicable to each individual request. Time to process the requests has been significantly reduced. The error rate has been eradicated and HR no longer has to manually check each submission.

“The Adobe Intelligent Document Platform enables us to easily implement workflows around our business processes,” says Al-Ghanim. “Users adopt the new working method quickly since they realise that it makes their lives easier. In addition, IT can easily replicate effective processes across the business.”

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