

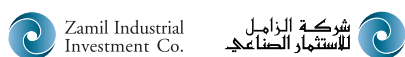


# Zamil Industrial Investment Company (ZIIC)

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

### ZAMIL INDUSTRIAL INVESTMENT COMPANY

[www.ziic.com](http://www.ziic.com)



### INDUSTRY

Manufacturing

### CHALLENGES

- Adopt a shared services model with new rules and procedures
- Improve understanding of processes throughout the business hierarchy
- Reduce excessive administrative 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

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

### IN PARTNERSHIP WITH SOMAC-IT

Leading specialist for business process automation  
[www.somac-it.com](http://www.somac-it.com)



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 and steel structures to transmission towers and architectural glass solutions.

In 1998, ZAC, ZSI, and ZGI were merged to form ZIIC, which is headquartered in Damman, Saudi Arabia. Today, the company employs more than 5,300 people in 55 countries and exports to more than 75 markets around the world.

### Consolidation leads to process transformation

Prior to the merger that formed ZIIC, each of the three business sectors had its 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. In response to the demands of consolidation, ZIIC also restructured its corporate data and migrated it into an Oracle environment.

Shadi A. Al-Ghanim, Systems Supervisor at ZIIC, explains, "We standardized on an Oracle database platform to ensure our data system would be robust. However, we didn't have the automated processes in place to make the most of the system." Given the company's small IT group, ZIIC needed to find a virtual external team it could trust 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 hundreds of users, including managers and supervisors in varied disciplines. Although ZIIC had an existing EPIC-based workflow solution, its services partner SOMAC Information Technology (SOMAC-IT) recommended the Adobe Intelligent Document Platform. SOMAC-IT, a subsidiary of parent company SOMAC Group, provides highly integrated solutions and consulting services for customers seeking to automate business processes.

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, with clear benefits to users. One way this was accomplished was to list all processes on the interface next to individual help buttons, giving users a visual snapshot of the workflow. 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.

**“The Adobe solution is critical to making effective changes to our business processes. The system is easy to use, and the resulting efficiencies have increased operational cost savings considerably.”**

Shadi A. Al-Ghanim,  
Systems Supervisor,  
ZIIC

The first process change focused on the handling of 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 status change activities. 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 employees sent the forms 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, HR returned the SCA 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 process ZIIC transformed was the Leave Vacation Request (LVR). The procedure is streamlined and is easy to track and monitor. Now, an employee simply enters his or her assigned 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 Performance Evaluation Development Plan (PEDP) form has also been a huge success. The form is associated with the annual appraisal used to determine each employee's salary increase. 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. It also includes the new salary details in the next SCA.

#### **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 at ZAC is now saving thousands of dollars due to an improved ability to ensure both product quality and the accuracy of product specifications. Defective or incorrect parts from vendors were previously set aside on the shop floor until the department had time to complete the paperwork and return the parts. Often this delay resulted in vendors refusing to refund the money for returned goods, so 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 negligible. “The Adobe solution is critical to making effective changes to our business processes,” says Al-Ghanim. “The system is easy to use, and the resulting efficiencies have increased operational cost savings considerably.”

## SYSTEMS AT A GLANCE

- Adobe Workflow Server
- Adobe Workflow Designer
  
- Platform: Microsoft Windows
- Database: Oracle 9i
- Applications Server: Blade

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## Manual administration 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, ZIIC processed 12,000 LVRs in the first eighteen months. And, in first round of PEDP, every employee automatically received his or her 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 new processes. Employees can track submissions themselves, reducing inquiries to managers and HR professionals.

Streamlined processes automatically send forms 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 virtually 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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