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Phaheen ^{News}

VOLUME 2 ISSUE 5

A MAGAZINE BY AIG DEDICATED TO SUCCESS OF SHAHEEN PROJECT

GO-LIVE TPMC

SUCCESSFULLY



NEXT GO-LIVE

APCCL & ASTRA CHEM





VOLUME 2, ISSUE 5 JULY, 2011
SHAHEEN is published regularly by AIG for its employees, customers, suppliers, and business associates.

SHAHEEN VISION

"AIG to have the best practice business process enabled by a state - of - the - art technology that will accommodate future growth"

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Khalid Al Masri , Deputy Chairman

ONE AIG - THE SAP FOUNDATION

I am extremely pleased and excited about TPMC's SAP Go-Live event, a major milestone in the Shaheen project.

This is a very important step for the Astra Industrial Group as it moves towards a rationalized single platform, thus tying our businesses together more tightly and allowing quicker flow of accurate data. This is extremely important for management decision making. In fact, this is not just a 'nice thing' to do. It is an absolute must as we seek to make AIG more and more globally competitive. Decisions must be made very quickly based on precise data. It is true that there will always be reasons for not adopting bold new steps, but I and Board members believe that technology enablers must be absorbed into our decision-making process. If not, then failure would be guaranteed as the world will not wait for us. Today, speed is everything.

I am sure the other group companies will follow the example set by TPMC and push through SAP implementation after learning the lessons of TPMC's journey. I urge every employee to take steps to become familiar with the new system and cheerfully make suggestions for enhancement.

I would like AIG to become the most preferred employer in the countries we operate in, always at the forefront of technology adoption and seen as a bold innovative organization. The Go-Live event has given me tremendous confidence that my personal dream will achieved come true.

My congratulations to TPMC management and staff for achieving this very important milestone and Shaheen that helped make the transition pleasant and effective.



Mohammad Al-Utaibi , Board Member

THE FUTURE IS HERE!

I am delighted to hear about the successful SAP Go-Live event at TPMC.

TPMC has now set a strong example for us to follow. I am sure that from the Implementation we will learn Best Practices that would have emerged from this experience so that our own experience can be equally positive.

The first major step in creating a tighter AIG and moving it firmly into the 21st century with respect to professional systems, controls and reporting have now been made. This is a momentous occasion and I congratulate the team



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The AIG Board - The Visionaries behind *Shaheen*

Standing, from left to right Giath Sukhitan, Farraj Abuthnain, Sameer Al Hamaidi, Selman Al Fares, Sabih Masri (Chairman of the board), Khalid Masri, Mohammad Al-Utaibi, Kameel, Sadeddin & Ghassan Akeel



Giath Sukhtian
Member of the Board, CEO, TPMC

REALIZING DREAMS

I am delighted that TPMC has become the first company within AIG to take the bold step of moving to SAP, effective July-2011 . As the person who led TPMC from the very beginning and I know that with the new SAP system, TPMC will have a badly needed essential prerequisite to achieving Tabuk 2015 project objectives.

Now our beloved company is completing the last few steps in this significant achievement and as usual they are the most difficult ones! But what will drive us across the finish line is the thought of how much easier our life will be when we complete the SAP deployment.

My congratulations and thanks go to all those involved.



Dr. Maysara Rabah
Chief Technical Officer CTO

A NEW KIND OF ORGANIZATION

In these days and age, automating processes is a must for any organization that hopes to be viable in an extremely competitive market environment. I believe that the Go-Live event will create a turbo-charged TPMC where delays in data availability and decisions making will become practically unthinkable. Employees will work was different and will focus on their core jobs, rather than worry about non-value add work. Managers will learn to delegate more and enhance their strategic perspectives.

My congratulations to all on this achievement.

Ismail Belbachir, Deputy CEO, TPMC

TPMC - 2 - IT'S HERE!

To be in an organization going through a huge game-changing event like the SAP Go-Live is extremely exciting.

In effect, we have become "TPMC - 2"; we are now entering a major new phase of the evolution of this company with the incorporation of SAP into our operations. No longer will there be unnecessary delays, confusion, data mismatches, communication problems and so on. Employees will be empowered and will see greater satisfaction in their work content. Data will flow seamlessly and management reporting will be faster and more precise. All these mean a company that is more agile and responsive to the business environment.

I am grateful to all for taking us through this successful-exciting journey .



Prof. Hamad A. Al-Khamees,
General Manager, TPMC

**HARMONY: WORKING TOWARDS
A COMMON GOAL**

The Go-Live event at TPMC on July 13 was a matter of great personal pride for me. But what is more importantly is that it highlighted the amazing team spirit and determination that TPMC employees, with the support of AIG and other group organizations, exhibited.

When I look back at the journey we began in 2009, I can say that the infectious enthusiasm exhibited by the team during the SAP journey will make the attainment of Tabuk 2015 vision definitely achievable. But for now, all of us must celebrate this remarkable achievement. TPMC has now set a high benchmark within the Group and created a sense of positive enthusiasm.



YES! IT FINALLY HAPPENED!

On July 13th, 2011 at 4 pm, the SAP Go-Live took place at TPMC Tabuk with the symbolic issuance of a Purchase Order by Prof. Hamad & Khalid Al Gwaiz

Watched by an excited group of almost sixty TPMC family members and friends, the SAP system was finally moved into production.

Selman, Khalid, Prof. Hamad and Ali spoke well about the long and tough journey TPMC had been through and emerged so successfully. Selman pointed out that this was just the beginning but the courage of the core group in pushing through such a bold agenda had to be applauded. The CEO referred to another case he was aware of where the journey to SAP had taken ten years but was still not over. In comparison TPMC had made a tremendous first move, positioning itself for a vibrant competitive future. Selman thanked Wipro and other partners for their single-minded support for Shaheen.

The executive group first had an interesting lunch where they watched a video of TPMC employees speaking about how they believed that their training and appreciation for the new SAP system would now enable them to be more effective and productive. A number of such employees referred to their belief that intra-departmental communication - in particular - would be enhanced.

This an extraordinary milestone for TPMC and other Astra group organizations and everyone involved in any way should be justifiably proud.

Why do we work?

Apart from the obvious points, the need to live and support a family and so on, is actually a very important philosophical question. We seek 'meaning' in what we do. In fact, our work and the satisfaction we gain when we work helps us define our identity.

A large project like Shaheen has the indirect intent of making TPMC employees more satisfied in their work, by eliminating activities that add no value and helping them to see the impact of their individual activities on the health of the company and ultimately on the end user of TPMC's products. It is not possible to give a value to the psychological satisfaction one gets when our work seems to make a clear impact.

But since the final result is not immediately visible, it is natural to be apprehensive of organizational initiatives which seem bewildering and extremely complex.

Experienced managers understand that technology is simply an enabler - the real challenge is making people see the benefit that a certain initiative can have on their work satisfaction and the achievement of the right work-life balance.

Change management is the duty of a caring management that seeks the enhancement of their employees abilities, making them believe in themselves.

Lately, at TPMC, the OCM team took video interviews of a number of end users to understand their perspectives. Let us recall that a very large number of intense training sessions took place, sensitizing users on the new process to be followed and what to expect. The video interviews attempted to understand what the end users felt about the whole matter. Users expressed themselves honestly and spoke about how the new system would make their work more interesting and meaningful and also spoke about a few concerns. The second part is crucial - let us understand that no system is perfect or will solve everyone's issues. Acknowledging this is the first movement towards the success of any project.

Change ambassadors are willing to take risk - they are not afraid of failure, because victory comes only to those who dare. OCM at TPMC helped the Go-Live experience by addressing the deepest human issues.



Selman Al Fares, Shaheen Chairman

ONE AIG - THE SAP FOUNDATION

I am extremely pleased to announce that Shaheen Project went Live at TPMC Tabuk on July 13th.

The Chairman of Shaheen and board member Mr. Selman Al Fares, the AIG President Khalid Al Gwaiz, the TPMC General Manager Prof. Hamad, the VP-CFO Bader AlMohareb and the VP of Shared Services Ali Mezrawi and an enthusiastic group of TPMC employees were present on this happy occasion, which represented the culmination of an amazing team effort.



In my last note, I had pointed out that users will have greater responsibilities and will be empowered. A tremendous amount of training has also taken place. We prepared very well, along with SAP and Wipro and we have tasted success.

Let me be candid. We had a choice. To continue with a system, which, despite inefficiencies was 'working'. Or we could have taken a bold and risky step. We chose the latter.

We can rationalize inaction and give many reasons why it is not practical or possible to execute such a complex project. But it is only those who do not know the meaning of the word 'impossible' who actually succeed in any venture. I have personal experience in overseeing large implementations and I have seen this many times: strong leadership and highly motivated individuals are the key to success. From the very beginning I never had any doubt that this highly motivated team would deliver, despite odds. The world's best implementations - and this has been one, of that I have no doubt - never underestimate human factors.

I am extremely proud of this great team. We have set a very high standard for the rest of the organization. At the same time, we must know that users and business expectations will continue going up. In that sense, the journey has only just begun. Our competitors will be watching us and will seek to catch up. That is the nature of the global marketplace where we compete and where the

significance of the Go-Live event has to be completely appreciated.

Congratulations team! You represent Excellence!

Khalid Al Gwaiz, AIG President

RISK-TAKING AND LEADERSHIP HOW WE WILL BECOME A GLOBAL BRAND

It does not seem that long ago when we started the exciting journey with the SAP implementation in late 2009, mainly because time flies when you are working hard and achieving real progress. The project followed a tested and thorough approach starting with the major tasks of project organization, internal and external resourcing, then the selection of vendors and implementation partners. This was followed by moving ahead with the implementation, including scoping, as-is and to-be analysis and the demanding blue printing phase, then realization. A lot of ground has been covered, and the recent hallmark achievement of going live at Tabuk on July 13th says it all.

While the journey was marked with significant accomplishments, the road was not bump free as we had a fair share of challenges and frustrations. Difficulties, frustrations and drawbacks were an expected part of such undertaking, and were effectively dealt with. This does not come as a surprise given the composition, commitment and exceptional capabilities of the project management and core team. The quality of external resources Wipro, SAP and Epitome & Dr. Thomas (the GMP consultants), were also visible throughout the process.

In addition to the generous support by the Board of Directors, the displayed interest and process ownership by the Group CEOs, senior management and staff, served to keep the focus where it was most needed. This valuable contribution was forthcoming in spite of tight resources and expanding business needs.

It is indeed heartening to note that despite this substantial additional burden on the subsidiaries, every single one of them produced



Making SAP entry during Go Live Inauguration

higher sales and net income for the first half of 2011 vs the same period of 2010, which says a lot about the inherent commitment and resilience in each of our companies.

Having achieved the all important first go live, we do realize that we still have a demanding task ahead of us, both at Tabuk and the other businesses. The system needs to be stabilized at Tabuk and the users have yet to master its use and get the intended utility. Other business units are in line for their own go live, which promises similar level of demand, thus needing full commitment.

With six companies and some 20 locations in Saudi and abroad, the scale and scope of the project is risky by any measure, but this risk was controlled by the professional approach, detailed planning, provision of adequate resources, effective project management, and the exceptional commitment at all levels.

Being involved with this project has provided me great professional and personal satisfaction which I am grateful of.



Team happiness at the Go-Live moments



Inauguration of the first SAP entry by Prof. Hamad (GM)



Change Management posters and movies were designed by TPMC team under Eng. Nawaf's supervision



Recording the successful moment of Go-Live



TPMC has multitask people including designing



Team Group Picture at TPMC Go Live



JULY 13, 2011 WAS ONE OF THE MOST SATISFYING DAYS OF OUR CAREERS

**Ali Mezrawi, Vice President, Shared Service
Shaheen Programme Director**

July 13 2011 was one of the most satisfying day of our careers.

When Shaheen management was given the responsibility for the TPMC SAP implementation, Shaheen management was delighted. Shaheen management have long been an advocate of automation, ease of reporting, data integrity and data control and this was a fantastic opportunity. TPMC is a highly sophisticated and very unique organization with a long and honorable history. Introducing this change was an obvious challenge. Shaheen management was aware of the strategic need for the implementation that the Board of AIG had considered but Shaheen management could not be sure of how the TPMC rank and file might react.

But to our very pleasant surprise, the managers and employees of TPMC and the consultants from Wipro and SAP made our job easy. Our stress on a Change Management initiative certainly made a difference. Training, constant communication and a positive environment created and constantly reenergized by our leadership team guaranteed success.

Shaheen management has earlier pointed that no ERP project will succeed unless those affected by it agree on its benefits to them personal. When we did several video interviews with stakeholders across the TPMC spectrum,

we were very pleased to discover that the operational benefits of the new system were evident to everyone. In particular, enhanced intra-departmental communication and speed were highlighted several times.

We even asked a difficult question: "How will this new system benefit the end customer outside TPMC?" Again, across the spectrum, employees were able to express this strategic understanding very well, going across their defined job role. This was an extremely profound revelation to me. This demonstrated extraordinary commitment to AIG at every level.

With such end users, Shaheen management are convinced that TPMC will blaze a unique trail and become an example for how highly motivated and positively oriented employees can make such a difference to business objectives.

Looking back, Shaheen management believe we can write new chapters in project management and problem solving, handling a diverse project team, dealing with temporary setbacks, change management.

Ali, Hans and Khalil would like to thank our colleagues who stood by us and our team to ensure that the SAP Go-Live happened without any glitch.



OCM Wipro Head Practice

MADE THE DREAM COME TRUE

OCM led by Turki Al Mohammadi is a function on a mission, which intend to win and succeed.

OCM function is passionate about the human aspects of the Shaheen Go-Live milestone. Led by Turki, the OCM activities ensure that they moved from office to office, city to city to cover the OCM requirements. Collecting data, getting training organized, selling and promoting SAP were activities carried out, ensuring the message that SAP is to come and keeping the general energy level of the team high.

Let there be no doubt - large scale technology projects succeed only if the people involved decide they have a personal interest in wanting it to succeed. The Change Management effort strives to address this key success factor. This is done through a complex interplay of positive language in communications and in person, empathy for all those impacted, an understanding of the need for training and re-skilling and an ability to infuse confidence. Change Management ambassadors must have the right personality profile to get others to succeed.

OCM contributed to the success at TPMC, just like other functions. With the drive and the passion provided by the OCM function, SAP was well accepted by TPMC users and management. OCM saw the interconnections, understood the spoken and unspoken and worked hard to understand how changes of various types are perceived by the employees at all levels.

After TPMC, OCM already has plans for the next milestones. Infact, OCM is currently in Dammam preparing for these milestones. OCM sees the big picture and is determined to succeed. OCM will not rest until SAP is live across AIG.



Prof. Hamad and Sales & Marketing Management gave unlimited support to *Shaheen*



TPRC & TPMC Amman during Blueprint finalization for Business Development, R&D, RA and Marketing. SHAHEEN management appreciates the warm welcome and cooperation of Amman team and specially HR and Administration for coordination.



The Backbone of IT is the infrastructure and this is the backbone of the IT team at TPMC

SAP HR Success is like "Silence of the lamb, everybody can see but HR team can feel"

It is greener, more transparent, and integrated with SAP for Finance



SHAHEEN success was a challenge but gaining the confidence and trust of Mr. Giath, TPMC CEO is a bigger achievement. Mr. Giath said "this celebration remind me with the success of getting A+ in the exam when I was a student".



Refuelling for the payroll run

Supply chain is more powerful with SAP

Performance depends on the completion of the every previous task for SAP ERP



Automated quality under GMP compliances became reality with SAP



With SAP in TPMC, Customer satisfaction is "just a click"



Ehab Atallah
Team Leader For IT Infrastructure & GMP Software Validation

OUR INFRASTRUCTURE & SAP GMP COMPLIANCE

On the basis of IT Infrastructure Library (ITIL) standards, we create a rule book which defines the Service Management processes for the running of a SAP application and its associated IT infrastructure, taking GMP requirements into consideration.

IT Service Management (ITSM) refers to the totality of processes and activities necessary to comply with requirements regarding changes whilst keeping the system under supervision and validated. These include:

- Configuration management
- Incident management
- Problem management
- Change management
- Release management

Aside from satisfying regulatory provisions, the objective is to enhance the quality of IT services in a quantifiable and verifiable manner, thus indirectly raising cost efficiency.

ITIL amounts to a systematic and structured procedure for managing IT services, central to which is the economic fulfilment of corporate requirements. To this procedure, we add pharmaceutical requirements with a view to developing customized operating concepts for individual process. The objective in so doing must be to align and complement project management, testing procedures and reports, SOPs for operations, change control, operational controls and particularly the documentation structures in such a way that individual requirements are integrated into shared processes. In this way, process and results documentation for GMP and IT audits need be produced only once.

We will utilize ITIL to optimize our SAP operating processes including, where required, full integration into our SAP system environment.

Even while our SAP project is in progress, our staff members will help us to define Service Management processes, thus ensuring the controlled and consistent operation of our environment immediately after implementation.

Efficient Compliance Approach for Corporate IT

"When the winds of change blow, some people build walls and others build wind-mills"
(Chinese proverb)

We are living in an age of change, in which change itself is becoming the norm. This certainly applies to IT infrastructure and business processes within companies, and consequently the applications that support these processes.

However, this situation can lead to conflict, especially in legally regulated companies: on the one hand, it is essential to uphold the validated status of the system (GMP Software Validation), thereby ensuring system stability and system checking; on the other, it is the IT applications that are required to provide optimal support to the changing business processes. There is also a need for pharmaceuticals companies to comply with legal regulations

Upholding the validated system status and keeping the system and its associated infrastructure under supervision is a challenge, particularly when applications undergo the transition from project environment to productive utilization. In this situation, AIG IT Department will support the SAP operation based on the pharmaceuticals regulations.



Definitions: GMP

(Good Manufacturing Practice) are the official «must» requirements for companies active in regulated industries like pharmaceuticals, biotechnology, medical technology and associated suppliers. The aim of the standards is to minimize danger for patients and maximize product quality and safety in fulfillment (compliance) of the legal (e.g., GMP) or voluntary standards (GAMP5®, ISO 9000ff, ISO13485, etc.)

ITIL

(Information Technology Infrastructure Library) defines the essential service processes of IT operations in a company. If a company aligns its IT services according to ITIL, this is a voluntary process with the objective of continuously improving internal customer satisfaction, IT stability and the quality of IT services.

Computer validation

The main purpose of validation is to produce documentation which verifies that your system is consistently operating as defined in earlier specifications. Needless to say, this requirement applies equally to SAP systems introduced in the pharmaceuticals environment. Our validation method is aligned to the GAMP approach whilst taking account of the particular requirements of a SAP project.



" Thank You for support Taha"

TPMC employees show intelligence and experience by grabbing the knowledge to operate SAP quickly. One of the best example Mr. Mohammed Taha, Purchasing Manager of TPMC who turned out to be the best trainer after few days of SAP go-live.

Mr. Taha delivers 3 days training in Jordan



SAP drill down capability can ensure the quality traceability



Notify us for maintenance and the job will be done in no time



Production status and performance are visible with SAP



SAP processing chain from Production, Quality, Warehousing integrates the different functions as one!





Raed Khalil Naser
HSE Assistant Manager

SAP HEALTH & SAFETY COMPLIANCE

WHEN AN ACCIDENT TAKES PLACE, WE'LL HAVE TOO MUCH TO LOOSE

KEEPING PEOPLE, ASSETS, AND THE ENVIRONMENT SAFE

Companies face an ever-growing list of regulations and national rules that are becoming more and more complex resulting in higher compliance costs and greater business risks. Failing to proactively manage asset and safety risks is also a serious threat to corporate performance, as it makes the enterprise more susceptible to catastrophic, failures and operational risks that lead to production downtime, directly impacting the bottom line, losing brand value and market confidence, and have undesirable legal and financial outcomes.

SAP EHS Management addresses regulatory compliance and helps identify, manage, and mitigate EHS risks cost effectively by taking an integrated approach to all aspects of risk and compliance. We can maintain operating licenses, avoid incidents, keep facilities and transportation safe, and deliver compliant and safe products to customers. As a foundation for corporating sustainability initiatives, SAP EHS Management helps us overcome the challenges of business harmonization across different legal entities, regions, systems, and departments. In addition, with SAP EHS Management, we can centralize collection of EHS information and report successfully on the positive impact of our global EHS strategies. Also, we can demonstrate leadership in the areas of EHS responsibility and sustainability – and enhance our corporate image and brand value. The fact is, if we can make our people and factories safer, our company will perform better in the long term. The challenge is maintaining our assets in a way that aligns with organization's risk tolerance and stakeholder priorities, helping us to achieve business performance targets, and controls compliance costs.

Key Features of SAP EHS

- **Governance** – Enables monitoring and controlling and automatically generates audit trails for compliance and proactive legislation management
- **Planning** – Align design and engineering with key risks and process hazards; set up and manage emergency operation planning
- **Execution** – Implements procedures, processes, and training to reduce risks and costs; optimize maintenance strategies
- **Monitoring** – Increase awareness of potential hazards, proactively address abnormal operations, and take preventive measures
- **Optimization** – Implement standardized, auditable, and transparent processes; perform risk analysis and performance measurement; drive continuous safety improvement
- **Integration** – Process and share safety information internally and externally; define integrated, lean processes; reduce manual efforts Business Benefits
- Reduced operating and management costs through process monitoring and increased visibility
- Increased efficiencies via optimization of processes and integration across the enterprise
- Increased visibility and performance enabled by proactive monitoring of people, projects, and processes
- Reduced maintenance costs via streamlined maintenance processes and alignment with production metrics
- Reduced asset capital investments due to improved asset performance achieved through greater asset reliability



Dr. Amjad Thabet
Sales and Marketing Director, TPMC

SALES TO SUCCESS

MENA support was great all the way Dr. Amjad Thabet highly evaluated the training activity and his smile has inspired us to move forward towards success



Siraj Munir
SAP Security Administrator, AIG

HONORED TO WORK

Before I joined the team in TABUK I have not imagined the effort they are putting to make SHAHEEN a success, each member excelled himself over the limits just to feel the happiness of participating in such a project and keep a mark in the story of success for each company implementing SAP. Really I feel honored to work side by side with each one of the SHAHEEN team members.



Dr, Yousry Al Bulkiny
Sales and Marketing Director, TPMC

SALES TO SUCCESS

Support has always been pouring into Shaheen Team since the official announcement from the Board has been enunciated for the first Go-Live. Dr. Yousry, TPMC's Sales & Marketing Group – Private Director recently released his approval to allow his Collections and Expenses Accounting Unit to fly to Tabuk in addition to the billing team who have come last week to Tabuk to update SAP. The Unit is willingly dedicated by the dynamic and ever supportive Director to assist FI Team in updating Records in the system under the supervision of Wipro Consultants and Mr. Khalil Abd Jabar, AIG's Organization Development Manager. This support and flexibility make sales to be the first to be updated.



Abdullah Al Qahtani,
SAP Solution Manager Administrator

SAP EFFECINCY AND MONOTORING WITH SM

In an effort to help IT departments manage the challenges facing them, SAP released SAP Solution Manager. SAP Solution Manager is a centralized solution management application that runs in a customer's SAP environment and facilitates the support of SAP and non-SAP systems and solutions.

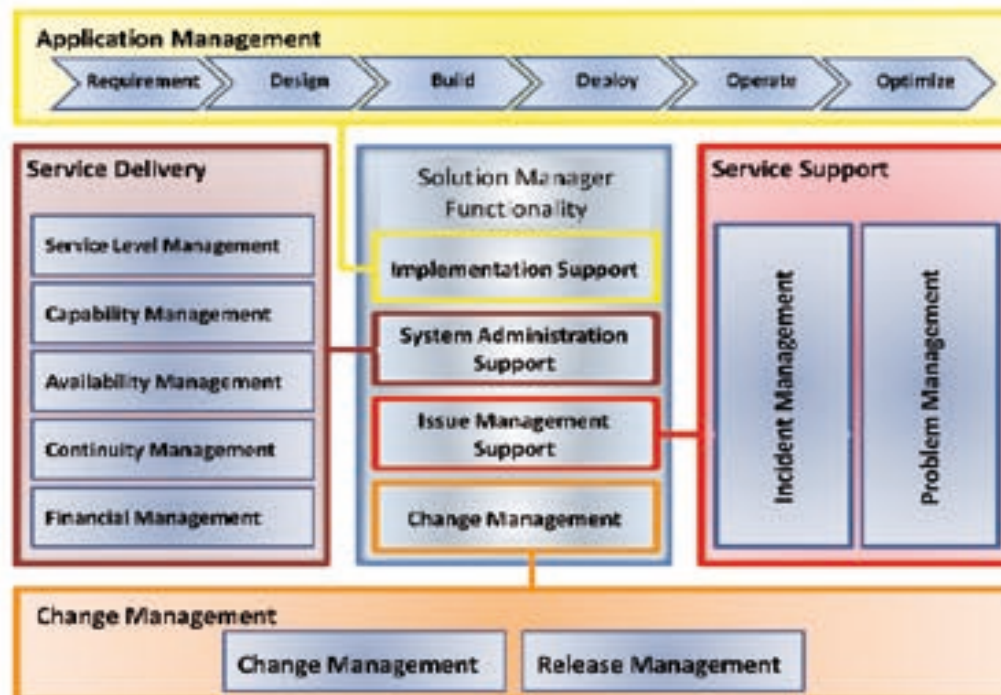
What is SAP Solution Manager ?

It is a extension of Accelerated SAP (ASAP) and ValueSAP methodology that facilitates the efficient solution design, documentation, configuration, testing and operations. Solution Manager helps in all types of project management like Implementation, Upgrade, Maintenance, and Rollout by providing the project specific template. The SAP Solution Manager is a platform that provides you with the integrated content, tools, and methodologies that you need to implement, support, operate and monitor your solutions from SAP.

SAP Solution Manager Functionality:

- ❑ **Implementing and Upgrading SAP Solutions:** It provides the tools, content, methodology, and implementation roadmaps needed to implement SAP solutions efficiently, from both a technical and a functional perspective.
- ❑ **System Administration:** SAP Solution Manager features real-time monitoring of all SAP and some non-SAP systems to help avoid critical issues that could disrupt day-to-day operations.
- ❑ **Issue Management and User Support:** Solution Manager Service Desk feature is a resource for IT support organizations managing SAP landscapes. Service Desk is a fully integrated issue reporting, tracking and resolution system that also allows direct integration into SAP's support portal.
- ❑ **Change Management:** It features advanced change control management to help streamline and speed the ongoing customizations and modifications required for SAP and non-SAP solutions.

Mapping Solution Manager functionality to ITIL areas:



Emad Elshahili, AstraChem, CEO Incharge



Bandar Alotaibi, Astra Polymers, CEO

WE ARE THE NEXT TO GO-LIVE

