

Shaheen^{news}

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A Magazine by AIG dedicated to the success of the Shaheen Project

Astra Polymers & ASTRACHEM Go-Live!



Overcoming the
Obstacles



The Leaders Become
Sustainability Leaders



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Utilizing the Benefits of SAP

Khalid Al Masri, Deputy Chairman of
AIG Board

On behalf of the Board, I wish to congratulate Tabuk Pharmaceuticals, AIG, Polymers and, the most recent to "Go Live", ASTRACHEM on their successful launchings of SAP. These subsidiaries have now been enabled with state-of-the-art technology that will deliver the best business practices to facilitate our future goal of growth.

The benefits of SAP are so numerous and extremely integral to our goals. As we are all aware, the Shaheen Project will integrate all departments such as human resources and finance and a myriad of processes across all the subsidiaries incorporating a set of best business practices which will enable management to save time, effort and expenses. The system is, therefore, crucial for management and top executives to fulfill their responsibilities and achieve the best results.

It supports & serves the various departments' needs and enhances AIG & its subsidiaries flow of information and communication with each other which benefits management, employees & customers equally.

The SAP system is user friendly which will require less effort for all to learn and maintain. It also provides drill down reports which is an interactive information system to let managers evaluate the data collected in the application in real time. This allows management to quickly respond and adjust operations for optimal performance.

Often a concern for management is the integrity of the systems used and the documents produced. The SAP system was designed to protect and secure sensitive documents allowing management to focus on the business at hand and not worry about security.

Overall the Shaheen Project is a blessing for management and top executives. We will benefit tremendously from all it has to offer, but only if we rise to the challenge and learn to use it wisely. Moving from a slower manual system of time delayed information to a quicker, more accurate automated system will take great commitment and drive, but I have full confidence that all involved will confront the task at hand and fully utilize the system to make responsible, proactive decisions that will take our company to greater heights.



" Often a concern for management is the integrity of the systems used and the documents produced. The SAP system was designed to protect and secure sensitive documents allowing management to focus on the business at hand and not worry about security. "

Overcoming the Obstacles



Selman Al Fares
Board Member &
Chairman Shaheen Steering
Committee

" It has not, however, been an easy transition and we have had to surmount many obstacles and challenges, yet we have done so with the determination of our exceptional management and hard working staff."



Bandar Al-Otaibi,
CEO, Astra Polymers.



Emad Al Sahili
Acting CEO, ASTRACHEM



We are proud that the Shaheen Project has really gathered momentum and is on its way to enabling the Astra Industrial Group and its subsidiaries to realize our goals. With the successful "Go Live" implementation at Tabuk Pharmaceuticals, AIG, Astra Polymers and ASTRACHEM, we are confident that our decision to execute SAP throughout the group was the correct step to make in order to keep up with the latest business "best practices" that will allow us to expand according to plan.

It has not, however, been an easy transition and we have had to surmount many obstacles

and challenges, yet we have done so with the determination of our exceptional management and hard working staff. For instance, the authorization matrix has been successfully tackled, fully defining all roles and protecting transactions, programs, and services in our SAP system from unauthorized access.

We will also be facing many other unique challenges in the future as we expand our SAP system to our subsidiaries outside the Kingdom of Saudi Arabia. For example, the input language of our SAP system is English which may prove to be a problem in other countries where English ►



Mohammad Al-Utaibi
Board Member



is not well known. Yet, with proper training and diligence, I am confident that any future problem too will not pose an insurmountable obstacle that we cannot handle.

Despite the many hurdles now and in the future to implement the Shaheen Project that we will overcome, the greatest obstacle that we will face will come after the SAP system is in place. This system is designed to give us the versatility to manage product operations, cost accounting, assets, materials and personnel across all subsidiaries, but it must be utilized and maintained daily if we are to reap the long term benefits. This will require all personnel embracing our future by committing to utilizing the system and maintaining its requirements daily. We have the utmost faith that all will get on board and commit to the changes that will allow us all to reach a better future.



Despite the many hurdles now and in the future to implement the Shaheen Project that we will overcome, the greatest obstacle that we will face will come after the SAP system is in place



ASTRACHEM team



Success Through Your Support

Mohammad Al-Utaibi, Board Member

It was my greatest pleasure to attend the third "Go Live" ceremonies at Astra Polymers. Being one of the founding members of Polymers, it was particularly satisfying to watch the company take its first big step into an exciting new age for the group. Polymers as well as Tabuk Pharmaceuticals, AIG and ASTRACHEM which are now on line have our praise and congratulations for a job well done. As for the other affiliates that are working hard to complete the preparations for going live, you have our support and gratitude for your dedication to the success of the Shaheen Project.

The realization of the SAP system is, of course, a testament to the hard work of all the employees and management at our subsidiaries and their commitment to the future of our organization. Without their support and perseverance, this project would not be the success that it has been. It is now to the future that we must look, persisting with our steadfast pledge to expand and maintain the Shaheen Project for the continued advancement of the Astra Industrial Group.

"AIG and ASTRACHEM which are now on line have our praise and congratulations for a job well done. As for the other affiliates that are working hard to complete the preparations for going live, you have our support and gratitude for your dedication to the success of the Shaheen Project."

Positive Outlook Towards Change

Khalid Al Gwaiz, Group President

As the Go Live stage is being successful completed in several of our subsidiaries, I wish to express my extreme pleasure and pride in Shaheen's core team for a job well done. Their hard work and dedication has been key to our progress so far. Also, the Group's CEOs, senior management and staff need to be commended for their continuing commitment and participation in each project delivery phase of this process which has ensured its success to date.

Often there is resistance to the impetus of change and it is difficult to transform corporate attitude, but I have witnessed a positive outlook and acceptance as we have moved from a decentralized manual operation to a fully



automated centralized system. I am optimistic that this positive response and attitude will carry through to meet the coming challenges ahead to ensure the smooth transition in all subsidiaries to the SAP system and the continual dedication to its operation which will help pave our way to growth and expansion.

"Often there is resistance to the impetus of change and it is difficult to transform corporate attitude, but I have witnessed a positive outlook and acceptance as we have moved from a decentralized manual operation to a fully automated centralized system."

Yet another milestone

N. Parrish, Technical Services & QA Manager.
Astra Polymers

The successful implementation of the SAP system at Astra Polymers is yet another milestone in the company's history.

The SAP system will streamline the company's business activities and ensure sustainability for the years ahead.

Whilst at first the operation of the system will be unfamiliar to users, as time progresses users will become competent in its application which will speed up the rate of transactions across all modules leading to better inventory, production and financial management which in turn will lead to higher profitability.



In today's rapidly evolving manufacturing sector, efficient enterprise resource management systems are a prerequisite, SAP fulfils this role superbly.

The SAP system will streamline the company's business activities and ensure sustainability for the years ahead.

Building Connections

Ali Mezrawi, VP Shared Services & Shaheen Program Director

With the "Go Live" connections finally coming to fruition for several of our subsidiaries, the entire Shaheen team needs to be congratulated for all its hard work and commitment even in the face of obstacles and setbacks. They are all to be commended as well as the management and employees in each subsidiary for their continuing support and effort.

It is through our commitment to the Shaheen Project that Astra Industrial Group will realize the integration of our group and a brighter, more profitable future. In the ever changing business climate, we can no longer afford to work as separate unconnected islands surrounded by hostile seas and cut off from communication with each other. We have to board the life raft of SAP and sail to the other islands to connect and communicate, to work together in the spirit of teamwork so that we can pull resources and knowledge, not only to build our current islands of work, but also to expand to new islands of opportunity.

The Astra Industrial Group consists of 16 SAP units in 11 countries and over 62 locations, that is a lot of territory to cover and coordinate, which is why Shaheen Project was started. Four companies have gone live with the rest expected to connect by early 2012. After the connections in Saudi Arabia, we will expand to our outer islands in the area. We have achieved so much but still have much to do. We are proud of everyone's efforts and encourage all to keep sailing because our goal of connection and growth is just on the horizon.



"...we can no longer afford to work as separate unconnected islands surrounded by hostile seas and cut off from communication with each other. We have to board the life raft of SAP and sail to the other islands to connect "



Wipro Arabia 10th Anniversary in the Middle East

Under the patronage of Prince Turki Bin Abdurhman, Wipro held its 10th anniversary celebration in the Middle East by inviting its key clients to the celebration. Mr. Ali Mezrawi was among the attendees where he met Wipro's senior management who assured him of Wipro's full commitment to the success of Shaheen project and to a long term cooperation.

From right to left: Mr. Azim Premji, Chairman, Wipro; Mr. Anand Sankaran, Sr. Vice President & Business Head, Wipro; Mr. Durga Prasad, Vice President & Head, Business Operations, Wipro; Mr. Ali Mezrawi, VP Shared Services & Shaheen Program Director, AIG; Mr. Sairaman J., Vice President, Business Solutions Division, Wipro.

Leaders Embrace Sustainability

Bandar Al Otaibi, CEO, Astra Polymers.

We are committed to management to making Polymers business run better. We are proud to implement SAP in Polymers as per the schedule with solutions that turn sustainability from a risk to be managed into a source of value creation. SAP will help Polymers to run more profitably, more sustainably and the leaders become sustainability leaders.

Together we can tackle the challenges and capture the opportunities as we pursue our vision

Our work will continue and we invite all Polymer employees and subsidiaries to stay engaged in



the dialogue, share their ideas and above all, take action. Together we can tackle the challenges and capture the opportunities as we pursue our vision of making Polymers business run better.

Astra Polymers Live, Congratulations!

Michael Wee, IT Manager, Astra Polymers

Finally we are SAP ONLINE! As team leader of Polymers' SAP implementation, I am thankful to the entire management and my colleagues for their support. Changes of this magnitude might be uncomfortable or unsettling at the start, but this is typically expected; I believe that your honest commitment, determination and our teamwork brings the hallmark of certain success to Astra Polymers.

Migrating to SAP application will empower our workforce and lead us into centralized management decision making,



where management will have informative tools to drive us into a new level of success. The leverage of SAP standard best practice will be adopted in all areas of financial services, sales & distribution, human resources, production & plant maintenance. Through this challenge, we as Polymers will continue enhancing the system and implementing the most economical but innovative IT solutions for future success.

My gratitude goes to the project team (SHAHEEN and WIPRO) and special thanks to Mr. Vivek for his significant effort through this project.

The Story of Success

Emad Al Sahili, Acting CEO, ASTRACHEM

A remarkable milestone has been achieved in ASTRACHEM by implementation of SAP in its overall business processes in KSA. Since the inception of the company and with limited functionality of its existing ERP system, it was a very challenging and tough phase to map out ASTRACHEM's business having adapted to standard SAP processes.

This huge change was next to impossible without the support of Board Members and the tremendous input and efforts extended from the ASTRACHEM Core Team, well supported by the related business departments in ASTRACHEM and expert guidance from the Consultants.

At this stage, we shall be utilizing the available standard functionalities in SAP for a certain period of time and thereafter go for suitable customization / developments to map our exact processes that meet requirements of our unique sector of business.

This change shall keep us in line and gear up for the future rapid changes in technology and



business practices. SAP will definitely deliver tremendous support to all our activities and ease the business processes both domestic and in overseas operations, especially when we keep on expanding our business on a global level. This change has come at the right time with a vision for the future and this step has given us a sense of relief in our day to day business activities. We realize that the concept of "Click and Go" when put into reality will improve our transparency, accuracy and on time analysis.

Once again I would like to thank the Management for taking up this initiative and for the invaluable contribution extended as team spirit by ASTRACHEM Department Heads, Core Team and all employees that led to this great success.

With confidence we move ahead by successful functioning now and in future.



Polymers & ASTRACHEM Go Live



Go Live in Dubai



Hand in hand for success!



Core Team



BI Training

First SAP transaction by CEO Bandar Al Otaibi



ASTRACHEM's Acting CEO making the first transaction

1st go live transaction



Mr. Emad signing the first Purchase Order



Purchase Order signed!



Core Team at ASTRACHEM factory

Bilal Al Zoubi Congratulating ASTRACHEM

Bilal Al Zoubi Acting Plant Manager ASTRACHEM

I was pleased and excited to see ASTRACHEM move step by step towards the successful Go-Live event. This achievement came as a result of honest efforts and wonderful cooperation from all, Shaheen Project team, Wipro and ASTRACHEM team.

Congratulations to ASTRACHEM, the data can be gathered quickly and accurately.



We now have no need to spend a lot of time preparing data, delaying meetings or decisions, and waiting for updates on the status of materials, stock, pending sale orders, pending maintenance orders, etc.

I am expecting great improvement in monitoring the performance indicators, analyzing operations and sharing information across the organization. And, we can make effective decisions based on solid data and analysis.

Astra Polymers Goes Ahead With SAP for a Brighter Future

Ahmad Farraj, Sales Manager, Astra Polymers

It is an honor for Astra Polymers, Sales and Marketing Department to be a part in this important event among Astra Industrial Group affiliates.

Being one of the main manufacturers of the finest source of masterbatches, running with a well established and tight control system covering all business transactions,

SAP came just in the right time to be in line with the major companies already applying SAP in the industry.



SAP will propel us to greater heights with a significant influence in empowering our efficiency in order to have better services to our different customers in their different geographic areas in compare with our competitors in the market.

SAP came with great solutions, which it will enhance Astra Polymers value along with AIG for coming years.



Dream to be the Best Supply Chain Company with SAP

Yasser Al Najar, Production Manager, ASTRACHEM

We as ASTRACHEM are considered a major contributor to the agrochemicals and fertilizers industry in Saudi Arabia. We have a strong presence in Saudi Arabia as well as Turkey, Syria, Morocco, Algeria, Jordan, Uzbekistan and Ukraine at present.

Being the best supply chain managed company (SCM), we will be able to manage Demand and Supply very efficiently which will result in high customer satisfaction as a result of least lead times.

In order to make this dream a success we as ASTRACHEM adopted from the legacy form MS Dynamics ERP to SAP.

SAP is the biggest ERP in the world and is used in different industry giants for more than 60% of total ERP usage. SAP has all the abilities to run ASTRACHEM perfectly as a SCM Company.

The biggest achievements of SAP at ASTRACHEM are:

1. All our sales branches in Saudi Arabia will be using SAP for their daily transactions and branches outside Saudi Arabia will be using SAP after a few months while.
2. We carry the credit & satisfaction of being the first in the SHAHEEN Project to run the MRP (Material Requirement Planning) for Finished

and Semi-finished products only and shortly will be extending MRP for all the direct production materials in coming days. We have created almost all the Process orders for Finished and Semi-finished products using MRP result i.e. Planned order.

3. The smoothest Go-Live with 0.4% difference of total Inventory uploaded in SAP system as a part of cutover.

We have great expectations from SAP to streamline our business especially in the perspective of SCM by utilizing the available features of SAP's Production and Planning (PP) Module to the fullest starting with MRP at Dammam Manufacturing Plant, and later extending the MRP to all the Sales branches in Saudi Arabia.

We are also looking to utilize the features of Sales and Operations Planning (SOP) in order to develop the perfect production forecast which will later help us using Long Term Planning (LTP) to develop an Annual Purchase Plan. With an Annual Purchase Plan we are expecting better bargains from suppliers, to minimise the lead times and optimizing the safety stocks.

We as ASTRACHEM's Planning and Production Department are trying to be part of the world renowned program from the Association for Operations Management to make our dream come alive.

Quality Management

Mohammad Ahesanuddin, Project Team Lead
QM, Project Core Team EHS

A comprehensive approach to quality management, one that integrates information and processes across departments and corporate boundaries, empowers our employees and supply chain partners to maintain and improve quality levels. The SAP QM application provides a single, powerful solution that lets us take a comprehensive, broad based approach to total quality management. It delivers a wide range of integrated quality management functionality and supports collaborative business processes for cost-effectively ensuring the quality of our products and processes and transforming quality management into a competitive advantage.

SAP QM enables enterprises to manage quality in a highly efficient way, differentiate their business, and establish a reputation of excellence.

Through long days and nights, our core team has been exceptionally dedicated for the sake of the successful implementation of SAP System in TPMC / Astra Polymer / ASTRACHEM and AIG.

That was for the probability to go live successfully



which has now turned into reality.

I do not think that there is any other quality as essential to success of any kind as the quality of perseverance. It overcomes almost everything, even nature, and quality is remembered long after the price is forgotten.

The price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand to go live for TPMC, Astra Polymers, ASTRACHEM, and AIG successfully.

We can be as great as we want to be. If we really believe in ourselves and have the courage, the determination, the dedication, and the competitive drive, and if we are willing to sacrifice the little things in life and pay the price for the things that are worthwhile, it can be done.



A New Phase with SAP

Ahmad Halawa, Finance Manager, ASTRACHEM

First of all I would like to thank Shaheen's Core team and the project management for all their efforts during implementation of SAP ERP system.

In effect, we are now entering a major new phase of the evolution of ASTRACHEM Company with the incorporation of SAP into our operations. We are sure that from the implementation of SAP will help us to adopt best practice that would have emerged from this experience so that our own experience can be equally positive.

As we all know SAP ERP system provides the visibility and control over operations. It enhances customer support, which is always the foundation of revenue and company growth. SAP ERP systems integrate financial, customer, manufacturing, shipping and other functions so that a company can keep up with competitors. From my point of view, just implementing a SAP ERP system won't ensure success. SAP is a tool that will be proven to be effective only when used properly.



Core Team Commitment

Turki Al Mohammadi, Change Management

The short space of time between team formation and project implementation meant that there was not really an opportunity to get to know each other's strengths and weaknesses, but from the start, there was a mutual and absolute commitment to success. The implementation team, having never worked together before, faced the challenge of implementing a high-tech system without accurate information within a time period that was unheard of. The team had to think on their feet, and deal with people who were disillusioned with the old system and unsure of the new. Effective, timeous communication was vital and was divided into informal, formal and beneficiary communication. Informal communication referred to day-to-day discussions between team members, while formal communication related to contractual decisions and agreements. Beneficiary communication was a comprehensive, though time-consuming exercise. Besides the challenge brought about by the timing, dealing with a vast number of people and the obvious security risks associated, the team also had the elements and

environment to contend with:

- Good equation within the team
- Communicated well and displayed courage and total commitment

If these factors had been missing, they would have found it difficult to withstand the challenge posed by the task and would have been totally ineffective as a team.

Personal advice

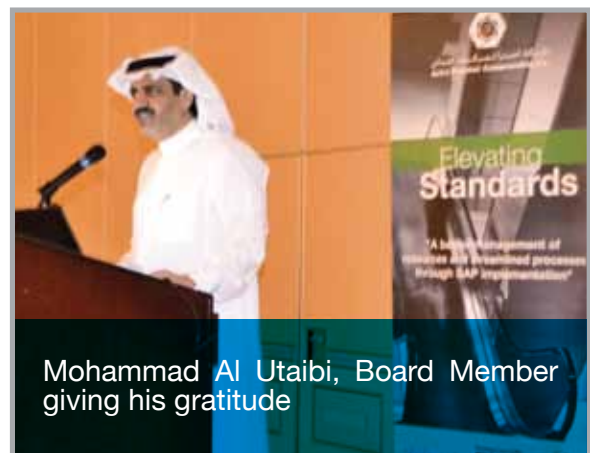
Implementation teams certainly need the constant support and involvement of higher management in the company to successfully accomplish their task. They need access to a decision making line within the organisation that functions much like an oversight committee to oversee smooth implementation. Communication channels have to be open and the decision making line has to be alive and ticking to monitor the progress of the implementation team, make resources available to them and help in swiftly resolving any problems or conflicts that come up along the way.



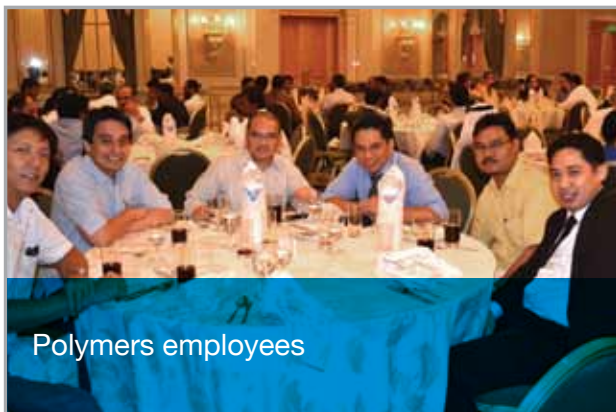
Astra Polymers Going Live celebration



Khalid Al Gwaiz, Group President expressing his appreciation



Mohammad Al Utaibi, Board Member giving his gratitude



Polymers employees



Mr. Vivek getting his award for the best support from Wipro



ASTRACHEM Going Live celebration



Career Opportunities for Women

Amal Al Ajaji, Head of Female Section

Establishing a female section was a great idea. It came from believing in female capabilities and their contributions to organization success, and was definitely a response to an appeal to activate social responsibility within the private sector. This section opens career opportunities for women to be involved in a high professional work environment. In addition to various job roles that we need, our setting up phase concentrates on being part of the Shaheen project by training all new lady employees on SAP Master Data, which is a unique opportunity for them to be knowledgeable in the most successful ERP system. As the head of the female section, I am extremely proud of being involved in this project, in particular, and in AIG in general, that has given

me a major role in upgrading my professional, managerial and leadership skills to be improved to the requirement of the International standards.'

being involved in this project, in particular, and in AIG in general, ... has given me a major role in upgrading my professional, managerial and leadership skills

SAP Sales and Distribution

Khalid Yahia, Business Development Engineer,
IBSF Sales Coordinator, SD Core Team Member

Sales today, are more than just following the process. It's about selling more efficiently, quickly finding relevant customer information and effectively collaborating with the right people across business networks to get things done. SAP Sales and Distribution is designed for the way IBSF sells today, giving us everything we need to work smarter, sell better, and win more.

IBSF can manage the complete sales cycle and handle pre and post-sales activities with sales management and service functionality with SAP software. The SAP ERP application addresses a wide range of customer-focused processes: from selling products and professional services to handling after sales processing of warranty claims.



In addition to accelerating the process and improving customer service, IBSF can increase revenues and profit margins, reduce the operating cost of sales, and improve productivity.

By automating and streamlining IBSF complete sales process with end-to-end sales management processes, we will be able to integrate our financial and supply chain operations including manufacturing and delivery.

The SAP ERP application addresses a wide range of customer-focused processes: from selling products and professional services to handling after sales processing of warranty claims.

The Most Innovative Steel Manufacturer

Eng'r Ibrahim Haddad, IBSF Sales Support,
Project System Team Leader

International Building Systems Factory, one of the most innovative steel manufactures and leading companies in the construction steel industries, required software that would give a total solution for engineering, procuring, fabricating, and customizing high performance pre-engineered structural steel buildings and pressure vessel projects.

IBSF will achieve its requirements with Project System (PS) & Product Life Cycle Management (PLM) modules which will give comprehensive, scalable, multi-project planning, monitoring and control for organization with wide range projects.


Project System (PS) & Product Life Cycle Management (PLM) integrates with MM, PP, FI, CO, HR etc, to give the company full solutions starting from getting the project from the customer until delivering and erecting the project.



Shaheen Steering Committee

The committee showed its appreciation of the efforts put into the Go Live of Astra Polymers & ASTRACHEM





*We are thrilled to announce the
next Go-Live of
**IBSF, TPRC, AstraNova,
and Tanmiya.***

"SAP will bring a wealth of experience to us and we are excited about it. Please join us in welcoming the Shaheen team along with SAP"





AIG would like to extend its warm welcome to its new team members as it looks forward to a longstanding partnership where their contribution will enhance their careers at AIG.

the new members are:

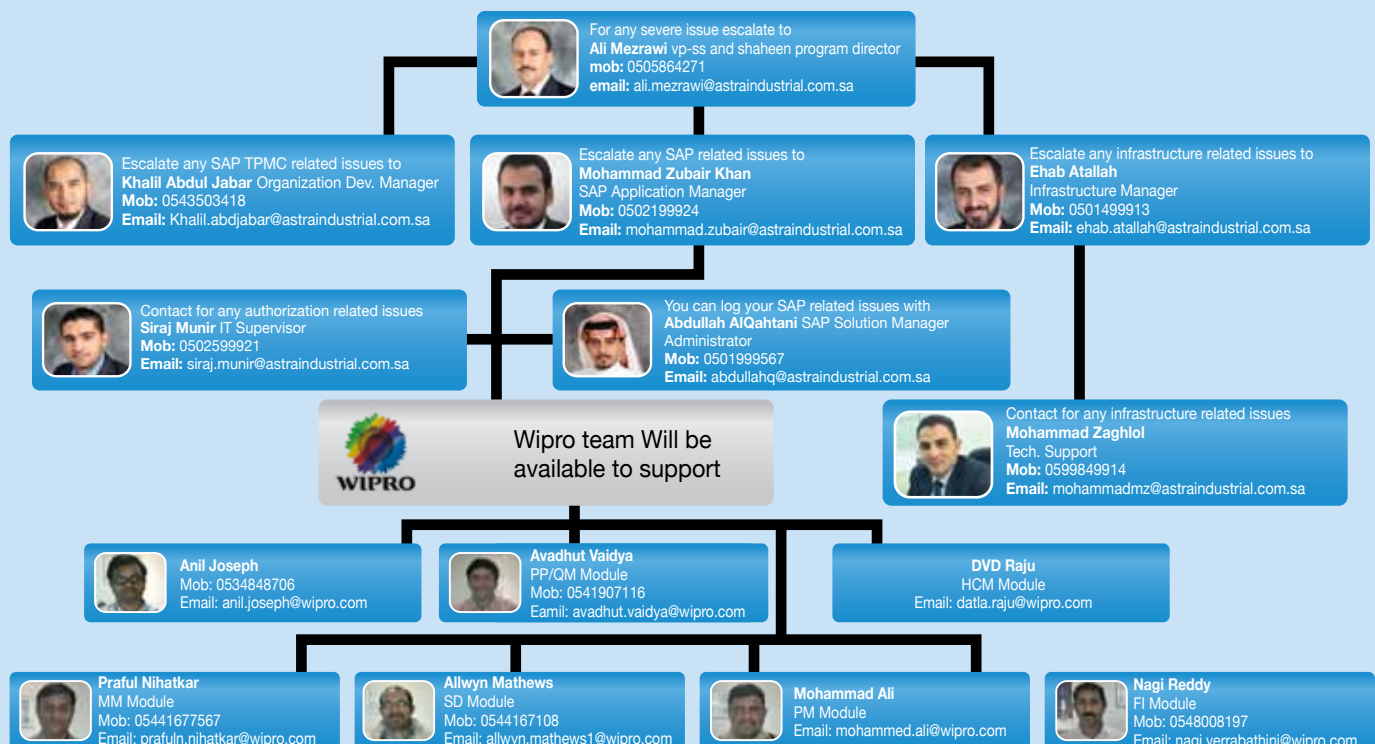
Mr. Susanta Pattnaik
Mr. Qalit Al Balawi
Mr. Mansour Al Bakr
Mr. Turki AlDhayan

AIG is also glad to announce and welcome the new employees of the ladies section:

Mrs. Amal Al Ajaji
Ms. Al Joharah Al Dawood
Ms. Nada Majed Al Qahtani
Ms. Hanady Hamad Al Eshaiwy
Ms. Fatima Al Sqah

AIG Support Structure

Shaheen encourages everybody to use "Help Desk" in order to get support and timely assistance.



Our Business Around the World



- KSA • Morocco • GCC • Syria • Iraq • Turkey • Algeria
- Egypt • Jordan • Sudan • Uzbekistan • Ukraine



أسترا الصناعية
Astra Industrial