



Organization wide data analytics and automation program to improve process efficiency using microsoft power platform

Keys to Success

Change requested

Solution to contend with ongoing struggle due to fragmented and tedious manual systems draining countless employee hours and prone to erroneous reporting. Stakeholders were eager to relieve the burden, though not sure of where and how to obtain relief.

Change envisioned

Unlock exponential value by bringing in rapid efficiency through process automation and allowing members of staff to work faster and perform value added activities for growing the business. Also leverage insights from analysis to enhance critical processes and reduce operational costs.

Change achieved

Enabled client to digitize and streamline operations through the continuous implementation of use cases, while continually discovering value in scaling the project across additional areas and operating entities.

What we did

Protiviti and the client team identified automation candidates through digital discovery exercises and workshops with business users. These use cases included HR, IT, finance, market intelligence and operations. Microsoft Power Platform was identified to achieve digitalization and streamlining processes, becoming the bedrock for the client's daily business operations.



Organizations experiencing rapid growth, often find challenges in scaling their operations at a pace that meets their expanding business requirements. For a chemical manufacturing company in the UAE, the task was further accentuated during the pandemic as many of its process were managed manually.

The company is the amongst the largest exporter of nitrogenous fertilizers globally, as well as in the Middle East region, and formed a joint venture with another major player in the energy and utilities market. This resulted in multiple system level changes across the already struggling, extensive manual process in practice due to absence of a robust ERP solution.

The situation necessitated an immediate need for automation of processes across functions such as displaying KPIs, gaining sales pipeline visibility and finalizing new business deals. Also, effectively tracking progress of capital expenditure projects. The client engaged Protiviti to establish digitized business processes that would be enablers for its rapid growth.

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The initial set of use cases came from an ideation program, where process stakeholders from business submitted ideas on an online portal. These use cases spanned HR, Finance, Market Intelligence, Operations, and IT.

 <p>7 Departments processes enhanced through automation and data visualization 3,400+ Man Hours</p>	<p>Step-1 Project initiation to embed digital workflows and processes into client's growing business landscape.</p>
 <p>4 OpCos processes indirectly enhanced through the program</p>	<p>Step-2 Setup assessment framework and dashboard by assessing use cases submitted by business users to quantify and qualify the benefits of automating each use case.</p>
<p>Other benefits:</p> <ul style="list-style-type: none"> Processes through unified platform Timely, accurate and relevant data for informed decision-making 	<p>Step-3 Implementation of automated workflow/ RPA and data visualization solutions across HR, Finance, Market Intelligence, Operations, and IT.</p>
	<p>Step-4 Continued implementation and streamlining of dashboard and automated workflow solutions.</p>

Solutions developed to resolve client problems

 **Declaration of Conflict-of-Interest Form** 

Client Challenge: No systemized solution to capture conflict of interests for employees and their families.

Solution: A PowerApps Form devised to capture any potential conflict of interest.

Benefits: Real time notifications to the compliance team allowing for immediate investigation of any potential conflict of interest that may hurt the client's reputation or disrupt operations in any of the operating companies.

 **Ammonia and Urea Deal Registration Process** 

Client Challenge: The process was completed via excel and emails, with the real credit exposure and cost not accurately calculated as no real time/automatic link with ERP was present.

Solution: A PowerApps Form linked to ERP to register potential deals.

Benefits: A centralized workflow provides members of the finance, commercial intelligence and operations departments a smart workflow, including a robust versioning functionality which reduces the lead time to review and approve a deal with smart workflow and approval flow process to enhance the governance and control. All these features improve ability to accurately execute the best deal to increase client's presence in the regional and global market.

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Production and Asset Utilization Dashboard



Client Challenge: Reporting on the health of each OpCos production of ammonia, urea and also their asset utilization was conducted manually by collating operations reports, resulting in ineffective tracking of key production KPIs.

Solution: A PowerBI dashboard to provide Senior Leadership with a bird's eye view of key data points such as production of urea, ammonia and asset utilization.

Benefits: At a glance the production capacity and efficiency of each OpCo can be tracked against the forecasted numbers set by the group. As well as the adherence to health and safety standards can also be viewed in each OpCo. These insights provide leadership with detailed view of the operational health of each OpCo and plant. The dashboard increases the operational transparency of each OpCo and decreases the time taken to make critical decisions for improving production capacity in a safe manner at an OpCo level.



Contract Board Tender Review Process



Client Challenge: Manual process completed via MS Word and emails, which was hard to track and prone to errors, missed the communications and contracts board document requirements.

Solution: A combination of Power Automate and PowerApps to create a centralized system to review and provide feedback on contract board tender submissions.

Benefits: This systematic and automated workflow allows for seamless creation, review and approval cycle in line with compliance policies and procedures. The increased governance and transparency allows for cleaner, smarter proposals to be taken to the board and therefore allowing the board to make informed decisions about vendor capabilities.



HR Year-End Review Process



Client Challenge: No system in place to capture year-end reviews.

Solution: A smart workflow built on PowerApps that allows for timely notifications to users, when they are required to provide feedback that decreases the cycle time for reviews, which can often take much longer to complete.

Benefits: The solution enables employees to complete the year-end review process one portal. The HR team have full view of all activities completed by employees and can review the outputs of each review in the back-end SharePoint site where all reviews are stored in PDF format. Transparency and governance allows HR and managers to provide effective feedback and improve the work culture within the organization.



Deals Registration



Client Challenge: Deals registered via text message or email making these difficult to track and execute.

Solution: An application built via PowerApps for members of the sales team to record and store any new deals as an alternate solution to CRM.

Benefits: The application holds a number of customized forms for each market, allowing easy tracking of deals across respective regions. This centralized database of confirmed or un-confirmed deals provides management a real time view of all deals and trades in order to make informed buy and sell decisions.



Power Automate



Power Apps



Power BI

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IT Asset Acknowledgement



Client Challenge: Difficult to track the life cycle of an IT asset amongst employees as this process was manual.

Solution: A digital platform to input the asset information distributed to employees, including the intended location of the hardware (home or office).

Benefits: A workflow is triggered to confirm that employees have received stated asset. This allows IT to track and view real time status of assets and respective owners, improving the governance and compliance for these assets.

Intercompany Reconciliation Process



Client Challenge: The intercompany reconciliation process was a manually intensive process completed by one user.

Solution: Power Automate bot flow to complete the process for the end user and notify OpCos of any intercompany debts.

Benefits: The automation completes the intercompany reconciliation across the group and emails each OpCo on the outstanding balance. Manual intervention is no longer required from a process that was highly manually intensive and potentially open to errors.

Global Supply and Demand Dashboard



Client Challenge: Unclear view of the competitors trading activity due to manual tracking of reports.

Solution: Global supply and demand dashboard tracks global trends in import and exports on a country level.

Benefits: The data of imports and exports of ammonia and urea, which is provided by government entities is automatically extracted from a centralized repository. The dashboard solution can track the global trends and provide the management a real-time update on competitor's deals and actionable insights assisting them decision making.

Publication Prices/Benchmark



Client Challenge: Weekly prices generated by market consultancies that serve as a price benchmark for the main fertilizer markets, were manually extracted from website and put in excel spreadsheets and distributed via email.

Solution: A PowerBI dashboard connected to market consultancies websites for auto-refresh functionality.

Benefits: This dashboard provides the commercial intelligence departments with weekly prices generated by market consultancies that serve as a price benchmark for the main fertilizer markets. Publication prices are sourced in conjunction with joint venture partner to generate a graphical view of the barter ratio, based on the average fertilizer publication prices and commodity trading prices. This barter ratio then feeds into the client's price negotiations and contract discussions when closing deals, enabling sustainable growth.

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IPO Readiness Tracker



Client Challenge: To manage and track daily and weekly tasks related to the company's IPO.

Solution: PowerBI dashboard with link to daily and weekly tasks for tracking and reporting progress.

Benefits: The IPO tracker provides the team with a consolidated view of the progress of the IPO. The activities on the dashboard are categorized and tracked at three levels and each action item/deliverable mentioned in the dashboard has a lead assigned to it.



Capex KPI Reporting



Client Challenge: No systems to centrally track CAPEX Projects.

Solution: A dashboard to provide finance with a summarized view and monitoring tool of all CAPEX project progress.

Benefits: Graphical charts on all CAPEX KPIs such as expenses, variance actual and budgeted expenses, actual vs forecasted capital expenses on a yearly basis etc. Detailing the project health of individual CAPEX projects and landscape to ensure the good health of the company at large.

The business transformation journey delivered multiple benefits, wherein business teams along with IT collaborated from identifying opportunities to implementation. It seeded the digital culture and prepared the organization for the larger transformation which is underway.

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