

OpenText Helps Information Flow at Kuwait Petroleum International

KPI controls documents for effective collaboration, process automation, and ISO compliance

Industry

Oil and Gas

Customer



Partner



Business Challenges

- Slow and cumbersome manual processes
- Ineffective communication between team members
- Difficult tracking and reporting due to highly distributed content
- Delays in retrieval time
- Slow and costly processes
- No available support for an increasingly mobile workforce

Business Solution

- OpenText ECM Suite

Business Benefits

- Efficient and effective automated processes
- Easier tracking and reporting
- Strong collaboration between team members
- Reduction in the use of physical paper and forms
- Cost savings
- Easier fulfilling ISO quality reporting requirements

Kuwait Petroleum International (KPI) has a network of over 4,500 retail service stations across seven European countries, operating under the Q8 brand. With services as diverse as car washing, automated diesel outlets, aviation fuel supplies at more than 50 airports and a range of lubrication products, KPI markets approximately 380,000 barrels of product per day in Western Europe, operating its own refinery in the Europort, Rotterdam as well as a joint venture in Italy.

Challenges for change

The head-office functions of an organisation the size and complexity of KPI are supported by countless business processes, each with an associated cost. Some are used multiple times every day, while others infrequently, but understanding the complete landscape is key to the success of any business and central to achieving ISO certification. KPI had already embarked upon a program to gain ISO certification and following successful certification would be ideally positioned to move from a heavily paper-based environment to one in which automation and the use of document-enabled workflows was the norm.

Having looked at the best practices being undertaken at other organisations, management at KPI set about building a team to research and scope a project at their headquarters. Head office processes at KPI were heavily reliant on paper with numerous physical forms used for approval—many requiring multiple copies. There were also challenges around the length of time it took to complete forms, which added to the lack of clarity of the current status of a process—all exacerbated by the overall length of time processes took to complete.

Building the team

Ahmad Al-Qattan, Paperless Working Environment – PLWE Project Manager at KPI was appointed to lead the project with cooperation from all departments. This included the offices of the President, Chief Financial Officer, Chief Planning Officer, Chief Operations Officer, legal, corporate planning, treasury, IT, and HR: this was to be an enterprise-wide study in order to establish what could be achieved across the organisation.

Al-Qattan comments, "We initially set about to define the scope and met with others in the industry to learn from their experiences—both good and bad. We looked at the software market, what was available, the provision of local support, the ease of integration and of course, the cost. Taking these factors into consideration, OpenText was our choice."





Following this initial scoping phase, recommendations were made to KPI management and the green light given to commence. A local consultant, Mediterranean Sea and Gulf Computer Systems (MGS), was appointed, and along with their input, a final recommendation on a software solution was made: OpenText ECM Suite was selected as the best overall match to the requirements at KPI.

Assem Rashidi, Executive Manager at MGS, says, "With OpenText ECM Suite, KPI will benefit from a completely automated and paperless environment, applying international standards and policies as well as implementing best practice methodology. This will ensure a strong return on investment to the business whilst maximising the value of a paperless environment to end users."

Working with MGS and OpenText, KPI set about the initial implementation of a pilot over a one-year period.

Business process candidates

Throughout the scoping and pilot phase, it was clear that there were many business processes that would be suitable for automation. Moving away from cumbersome, time-consuming manual processes was expected to deliver real benefits in terms of efficiency and internal compliance.

Processes that would have previously taken hours or even days can now be completed in minutes or even seconds. Previously, travel authorisations—a frequent and necessary process—required four copies of a manually completed paper form to be sent to an employee's immediate line manager and then to a director or vice president for approval. Following this, various departments had to be notified, all taking time and creating workload. From finance to the travel agent and others in between, the whole process was lengthy, paper intensive, and time consuming. With ECM Suite,

the employee now completes the request at their computer, which then initiates all other aspects of the process—with no paperwork involved. Where appropriate, certain steps are automated, further improving the overall speed and efficiency. Approval requests are delivered to the email inbox of approvers, and approval is carried out in seconds, with the employee notified of the outcome by email. The solution has helped KPI staff to collaborate faster and more effectively.

Typical processing times have been reduced by as much as 90 percent in retrieval and, in some cases, 100 percent where multiple steps have now been fully automated.

Corresponding cost reductions have also been achieved. For example, cost savings of 95 percent have been realised for the top five business processes by reducing the amount of paper and therefore duplication, filing, searching, and reporting.

Further examples of the 35-plus processes now automated include the following:

- Incident reporting and safety processes
- Finance workflows
 - Purchase orders, petty cash
- HR workflows
 - Training requests, new employees, employment termination
 - Employee welfare, housing grants, salary advances, furniture grants
 - Overtime, leave and absence requests
- IT system access requests

Driving system adoption

Whilst the determinant of the deployment has been to automate business processes, improve efficiency, and nurture collaboration, documents and other content that is shared between departments is also being made available in ECM Suite. Content that has been previously stored on file shares and network drives is now accessible from OpenText and naturally inherits the security and audit capabilities that OpenText provides. Reporting and analysis can also now be undertaken on the content, business processes, and system usage—providing valuable management reporting and audit trail information from which decisions can be supported.

Users have responded well to the system, moving content and processes into ECM Suite and internally publicising dates when access to old file shares or processes will be terminated; adoption rates have been remarkably high. Users have found the system intuitive and have quickly become comfortable with its use.



Future developments

Following the successful deployment of ECM Suite for more than 35 business processes supporting more than 120 staff at KPI head office, a number of other processes are now being considered, for example, catering requests, facilities bookings, driver requests, and employee promotions. KPI is able to self-sufficiently develop and deploy these business processes following the positive experiences, training, and support received from both MGS and OpenText. Future plans also include the following:

- Deploying the solution to other countries where KPI has operations
- Enabling mobile PDA-type devices such as Blackberry and iPhone
- Scanning more physical documentation into the system, reducing paper and making the information available online
- Using records management to control the disposition and retention of corporate records
- Integrating financial, Enterprise Resource Planning and Customer Relationship Management for SAP solutions

"Overall, the project has been a resounding success. By including both management and each affected department from the outset of this project, we've had unanimous acceptance of the solution, and requests are being made to extend its use—a truly positive sign," concludes Al-Qattan. "Thanks to MGS and OpenText, we now have the confidence to develop new workflow processes with the knowledge that should we need support, it will be there for us."



MGS is a leader in providing specialised enterprise IT and business solutions and consultancy services. They provide quality, world-class brand-name IT business solutions, reliable and professional services, and unparalleled customer service through IT applications. They also offer, in particular, Enterprise Content Management (ECM) solutions. MGS partners with global vendors such as OpenText, Kofax®, Horvath & Partners, NovoDynamics®, and CIC to provide a wide range of unique business solutions and services. MGS currently operates through three offices: Kuwait, Riyadh, and Beirut.

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