

# Taking Charge of Strategy Management

Qatar Fuel Additives Company (QAFAC) turns to Clariba to implement SAP Strategy Management to take full charge of their corporate strategy.

QAFAC aims to boost the utilization of Qatar's vast hydrocarbon resources through producing and exporting Methanol and MTBE (a gasoline additive). To achieve their vision – By 2020 QAFAC will be amongst the top 5 producers of Methanol, its high value derivatives and Butane sub-products – they need to foster growth opportunities, reach high operations standards and work in partnership with stakeholders, all part of their strategic plan. To help realize their objectives, QAFAC engaged Clariba to implement SAP® Strategy Management (SSM) for tight control and visibility of KPIs and strategic objectives.

## Starting the Engines

QAFAC's vision of being a top Methanol producer led them to define a bold strategic plan to ensure their expansion in Qatar and help find strategic partners to expand outside their home country. Their main issue was implementing and managing this strategic plan, making it easily accessible and ensuring accountability of specific objectives across the enterprise.

The main difficulty was controlling their strategy with Microsoft® Excel® — it did not allow maintenance of historic data and manual data entry opened the window to human error, so they did not have reliable data to make effective decisions. Collaboration was not easy, the approval process for completed milestones was not straightforward and the information was spread out. QAFAC needed a system that showed a complete picture, with dependable data to allow each stakeholders to have a clear understanding on how they contribute to the company's strategy.

## Picking up Speed

SAP and Clariba, a leading BI and Enterprise Performance Management (EPM) consultancy in the Middle East proposed SSM, an application that helps companies to better implement their strategies by centralizing and making it visible to the entire organization, helping to align resources and monitor achievements. With Clariba's vast customer references for SSM and BI and SAP's recommendation, QAFAC decided to go forward with Clariba and SSM.

A successful implementation was possible due to a tight collaboration between the companies. "While we quickly provided all that was required, Clariba consultants were very professional and helpful," says Fady Nasereddin, head of strategy, QAFAC. "They went around the limitations and changes requested and managed to deliver and they didn't disappear after the project was finished. I would definitely recommend Clariba," adds Buthaina Al-Kuwari, IT manager, QAFAC.



شركة قطر للإضافات البترولية المحدودة  
Qatar Fuel Additives Company Limited

### The Company

Qatar Fuel Additives Company - QAFAC

### Industry

Chemicals

### Objectives

- Facilitate strategy implementation
- Increase accountability for strategic objectives
- Communicate the strategy throughout the organization

### The Solution

- SAP Strategy Management to monitor and disseminate strategy
- Training to enable users

### Customer Benefits

- Integrated solution that centralizes KPIs, initiatives and strategic objectives
- Increased visibility of KPIs, resulting in a revision of KPI focus
- Users able to enjoy solution benefits in a very short time with little help from IT
- Mobility and straightforward approval process for managers

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Buthaina Al-Kuwari, IT manager  
QAFAC - Qatar

## Cruising at Full Throttle

QAFAC now has in place a reliable system to manage their strategy. "We have one system to manage everything and this is always easier than working and training staff on multiple solutions. This allows us to allocate only one resource to run this system while the rest of the staff can work on other projects," says Buthaina.

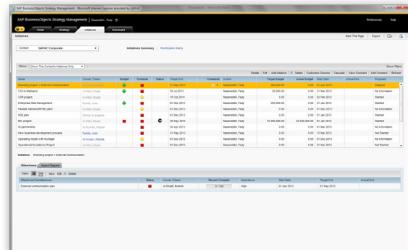
With SSM, QAFAC now has the ability to track the company's strategy, visualizing KPIs for a quick understanding of the company's performance based on the predefined objectives while ensuring the right people are accountable for their results. "We are very proud that without much experience, we completed the implementation in a very short time. Training went smoothly and we started enjoying the benefits of the solution quickly. We have the visibility we need, and the beauty of it is that it is very easy, we do not need technical support," mentions Fady, "I can now log into the system and simply validate the data. I don't spend a lot of time in the approval process and I don't worry about data reliability. Now, I can spend more time analyzing this information and making strategic decisions."

Another unexpected benefit of SSM was that the strategy team noticed some of the originally selected KPIs did not impact the company's performance and needed to be reevaluated. With the necessary skills now in place, the team can alter the KPIs themselves and focus on measures that are meaningful to the business.

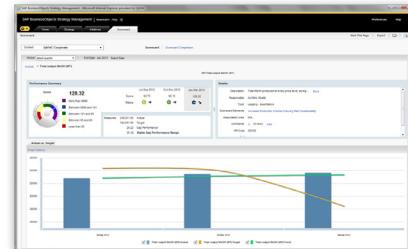
## The Road Ahead

QAFAC now plans to implement SAP® Enterprise Resource Planning and SAP® BusinessObjects™ Business Intelligence solutions. "We want to implement the full stack of SAP products, so we can make the best of the integration possibilities and move into a complete, centralized solution that is easy for us to manage" says Buthaina, "after Clariba integrates SSM and Business Intelligence reporting solutions, we plan on getting even more benefits from the combined solutions." The team will also enjoy the advantages of mobility: "when our management is on business trips, internal meetings or with stakeholders; he will be able to use his mobile devices, and log in from anywhere and immediately see the strategy breakdown and percentage of achievement," comments Fady.

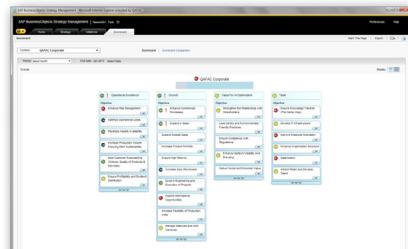
This will help move QAFAC to the next level, giving them the proper tools to help achieve the ambitious targets they have set for the company's future.



Initiatives management \*



KPI scorecard \*



Scorecard comparison \*  
\* Fake data set

## About QAFAC

Established in 1991, Qatar Fuel Additives Company Limited (QAFAC) was established as a Qatari joint stock company to build, own and operate facilities in Qatar for the production of methanol and methyl tertiary butyl ether (MTBE) for sale to customers worldwide in a safe and environmental friendly manner, contributing to the economic development of Qatar.

<http://www.qafac.com.qa>

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