



FROM COMPLEXITY TO CONTROL:

ALEC's ERP Transformation with CMiC



Executive Summary

Setting a New Benchmark for ERP in the GCC

In January 2024, ALEC became the first contractor in the GCC to deploy *CMiC's Single Database Platform* across every region, business unit, and function in a single go-live.

In global construction, deployments of this scale are normally turbulent marked by delays, firefighting, and extended stabilisation phases. ALEC's experience was the opposite.

The system went live on the exact day and time planned. There were no mission-critical failures, no system downtime, and payroll did not slip by a single day.

What followed is what makes this story exceptional.

While most contractors spend a year stabilising after an ERP change, ALEC entered a period of unprecedented expansion:

In the 20 months after go-live, the workforce expanded from
13,000 to 24,000

the CMiC user base almost doubled, multiple new operational units were added,

138
active projects
were managed without disruption

THIS LEVEL OF STABILITY AT SCALE IS EXTRAORDINARILY RARE IN CONSTRUCTION TECHNOLOGY.

ALEC and CMiC jointly delivered several GCC-first advancements, recognizing that general ERPs cannot meet the unique demands of the region.

This included co-developing:

- GCC-Localised Payroll.
- Embedding subcontractor compliance and advance payment controls into workflows.
- Addressing new requirements such as e-invoicing
- Managing Subcontractor Contra Charges

The result is a unified platform built for the realities of GCC contracting: subcontractor-heavy delivery, project cost control, strict labour compliance, and high-volume, invoice-intensive Accounts Payable cycles.

As ALEC's CFO/COO, John Deeb, noted:

“At an executive level, the change was so seamless it was almost as if we hadn't changed systems at all.”



ALEC's transformation has become a benchmark for regional contractors proof that with the right strategy, leadership, and a purpose-built platform, large-scale ERP modernisation can deliver stability from day one and performance gains that continue long after go-live.

The Foundation of Delivery

Fixing the Core Back-Office Engines

GCC contractors know that projects succeed or fail based on the strength of five core processes: Procurement, Payroll, Subcontractor Management, Accounts Payable, and Equipment. These were ALEC's priority areas and the impact has been profound.

Procurement

From 24 Days to 7.99 Days — A 67% Cycle Time Improvement

At ALEC, more than **100,000 requisitions** are raised annually by site teams. Before CMiC, procurement lived across four systems, with paper approvals and couriered delivery notes.

The average requisition-to-PO cycle time was **24 days—too slow for fast-moving mega-projects.**

CMiC changed this entirely:



Approvers see budgets and supporting documents instantly. This means requisitions turn into orders in days, not weeks, keeping sites supplied and delivery on schedule.

Payroll

Zero Extensions. 50% Faster. Scaled from 13,000 to 24,000 Employees.

Payroll is one of the most complex administrative burdens for GCC contractors. ALEC chose the difficult path: co-developing GCC-localised payroll natively inside CMiC to unify cost and labour data.

The outcome speaks for itself:

- No payroll cycle was delayed, even as the workforce nearly doubled.
- Processing time is more than 50% faster.
- Payroll, Finance, and Job Cost are on the same platform for unified labour cost visibility.

For local contractors who understand the pressure of paying thousands of workers on time, every time, this is a transformation of real operational significance.

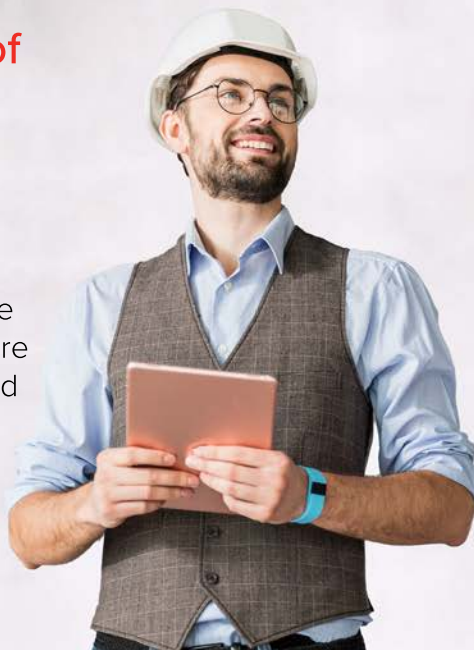
In a recent survey, over half the payroll team said they were “very satisfied”, and all staff reported major efficiency gains. For local contractors who know the challenge of paying thousands of staff on time every month, this is a result that resonates.



Subcontractor Management

Digitising the Heart of GCC Construction: Approvals Cut from Weeks to Two Days.

Subcontractors deliver around 80% of ALEC's turnover. Before CMiC, payment certificates were manually prepared, signed, and bundled with supporting documents, and compliance was tracked separately.



With CMiC, subcontractor management is now digital.

- AED 14.7 billion in subcontractor contracts are managed in the system.
- Approval cycles reduced from 7–14 days to just two.
- Compliance is embedded; performance bonds, advance payment guarantees, and contracts are visible at the approval stage.
- Integration with prequalification ensures only fully vetted and compliant partners receive orders, eliminating downstream risk.



Accounts Payable

From Paper Mountains to a Fully Modernised AP Cycle: 30–50% Efficiency Improvement.

ALEC processes more than 50,000 invoices annually, most requiring a strict three-way match. Before CMiC, AP was dominated by paper and payments almost entirely by cheque.

With CMiC, the process has been transformed.

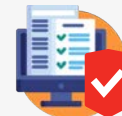
More than
70%
of the AP team reports
work is now over 50% faster.



Paper has been
virtually eliminated



Payments have modernised:
from 95% cheques before go-live
to 85% EFT
(Electronic Funds Transfer) after



Digital copies of
claims and audits

AP has transformed from a labour-heavy risk point into a high-control, high-visibility digital workflow, accelerating cash cycle efficiency and eliminating cheque-based payment risk.

Equipment

One of the Region's Largest Fleets — Now on a Single System.



ALEC controls a vast equipment fleet across all regions, including cranes, scaffolding, Formwork, PWV and inventory. This is a high-volume cost center, **averaging over 1,000 equipment transactions every workday**. Managing this complex flow manually was a significant administrative challenge.

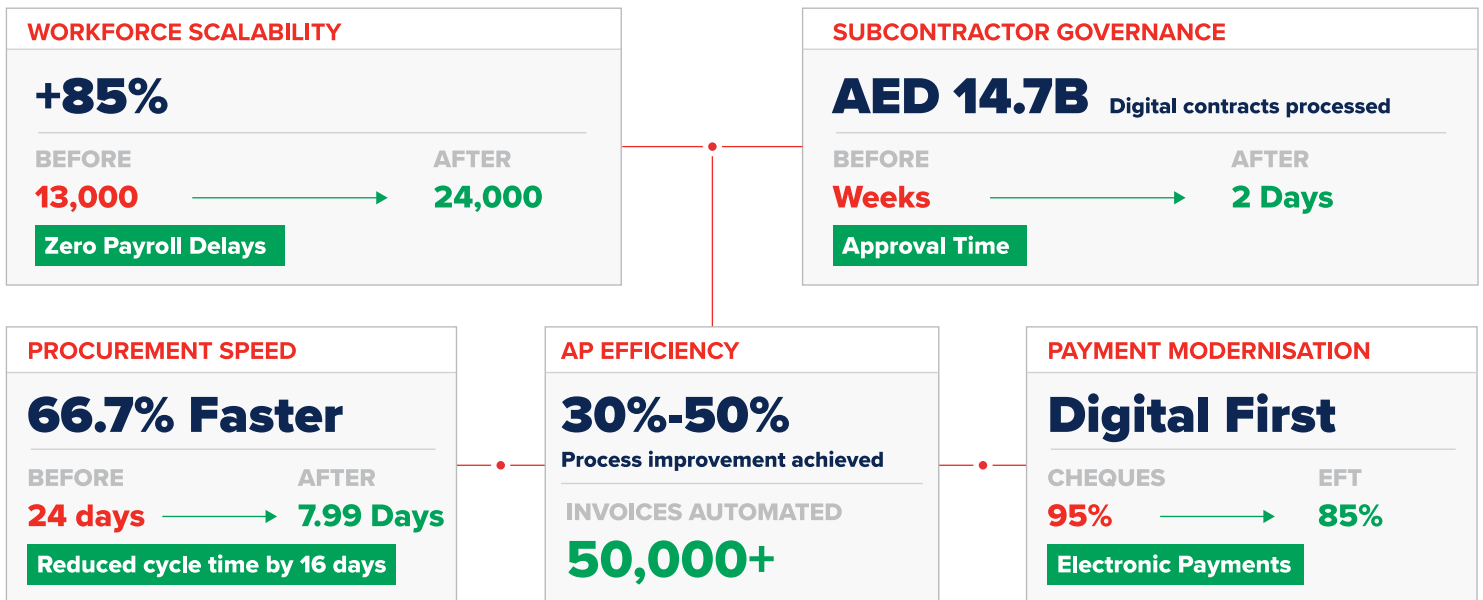
With CMiC, this high-volume process is fully governed:

- Equipment is managed in one system, integrated with Finance and Projects.
- Auto-charges and time entries flow through structured workflows, replacing manual daily inputs.
- Maintenance is logged and assets are visible across all regions.

Management of one of ALEC's most complex and transaction-heavy cost centres is finally centralised and governed, providing critical control over project expenses.

Impact at Scale

ALEC delivered one of the largest ERP deployments ever attempted in the GCC without disruption. The measurable outcomes validate the transformation:



This was one of the most stable, large-scale ERP transformations delivered in global construction, setting a new benchmark for the GCC.

Looking Ahead

The stability achieved with CMiC has positioned ALEC to look ahead. By 2026, ALEC aims to become the first contractor in the GCC to upgrade to CMiC's new AI-powered platform.

- Flagship project to automate 80% of invoice intake through AI within the next six months.
- Development of AI-driven forecasting models.
- Developing powerful, cross-functional AI agents that leverage CMiC's unified data to automate complex tasks, execute transactional workflows, and drive decision-making across the various functional areas.

If the past 20 months demonstrated stability at scale, the next 20 will show how AI can profoundly reshape project delivery across the region.

Conclusion

ALEC's ERP transformation proves that when construction expertise, executive leadership, and a purpose-built platform align, it is possible to achieve what most contractors consider unattainable: a single-day go-live, zero disruption, and measurable performance gains across every core business function.

This case study sets a new benchmark for GCC contractors not just for what digital transformation can achieve, but for how profoundly it can strengthen the foundations of project delivery.

About ALEC Engineering & Contracting LLC.:

ALEC Engineering & Contracting LLC (ALEC), part of the Investment Corporation of Dubai (ICD), is a large construction company with related businesses operating in the UAE and as of 2020, Saudia Arabia.

ALEC has consistently evolved and grown over the last 25 years to become a trusted partner for the execution of complex and iconic construction projects. Quality, safety, functionality, and aesthetics are of the utmost importance to the company when building and providing construction solutions for clients.

About CMiC:

As an industry pioneer, CMiC delivers complete and unified Financials and Project Management software solutions for construction and capital projects firms. CMiC's powerful software transforms how firms optimize productivity, minimize risk and drive growth by planning and managing all financials, projects, resources, and content assets—from a Single Database Platform™. With customers throughout North America and overseas, CMiC serves one-quarter of ENR's Top 400 Contractors and hundreds of small and mid-sized construction firms, from general and specialty contractors to heavy/highway and project owners. Over \$100 billion in constructio revenue is handled by CMiC annually.

