

▶ GOA Shipyard Ltd.

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— REAR ADMIRAL SAMPATH PILLAI, CHAIRMAN & MANAGING DIRECTOR, GOA SHIPYARD LTD



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—ANAND GOLWALKAR, OFFICIATING GENERAL MANAGER OF FINANCE AND ERP IT IN CHARGE, GOA SHIPYARD LTD

► an integrated enterprise solution.

Business Issues

India's GOA Shipyard implemented SSA ERP and SSA PLM as the core components of a fully integrated order to delivery solution. The results include a reduction in shipbuilding time of six months and a reduction in operational costs of ten percent, with further improvements expected.

The Company

GOA Shipyard Limited (GOA Shipyard) is a public sector unit in the business of shipbuilding. The company primarily builds small and medium size Naval vessels and repairs and refits ships and other vessels. Based in Vasco-da-Gama, India, it has constructed or re-fitted a variety of vessels for the Indian Navy and the Indian coast guard, and also for a range of non-defense customers.

The 167 mostly-unique vessels built by GOA Shipyard include barges, tug boats, Landing Craft Utilities (LCUs), torpedo recovery vessels, survey craft, ferry craft, oilers, hydrographic survey vessels, sail training ships, offshore patrol vessels, missile craft, extra fast attack craft and advanced offshore patrol vessels, and damage control simulators.

What's Critical

Shipbuilding is a highly competitive industry. GOA Shipyard's main customer, the Indian Navy, was increasingly awarding contracts via a bidding process, in which GOA Shipyard was competing with shipyards from around the world. As well, GOA Shipyard's IT system consisted of a number of independent, home-grown applications. The lack of integration meant project analysis was extremely difficult and slow.

company -----	GOA Shipyard Limited
solution -----	SSA® ERP, SSA PLM
product -----	SSA Baan™, SSA PDM, SSA ECM, SSA Product Packager
platform -----	HP®/Microsoft® Windows® 2000
database -----	Microsoft SQL Server
industry -----	Industrial Machinery and Equipment
employees -----	1600
country -----	India

Expanding upon the importance of integration, Anand Golwalkar, officiating general manager finance and ERP IT in charge, GOA Shipyard, commented: “An integrated ERP solution was critical if we were to compete successfully in the market. After all, integration translates to faster, more efficient operations, cost savings and in our case, faster delivery of ships to our customers.”

The shipbuilder also needed to look specifically at the engineering area, at how product information could be better managed across departments and with customers. An efficient, company-wide system would see GOA Shipyard maximise its existing investment in assets, resources and knowledge throughout the entire product lifecycle and lift its competitive advantage.

There were several objectives set for the project:

- Eliminate duplication of tasks across different applications and reduce the time taken for processing work orders, invoices and payments;
- Reduce inventory and operational costs;
- Gain control of engineering processes; and
- Speed up the process of shipbuilding.

Finding the Right Solution

While the functionality, flexibility, quality and price of the ERP solution were critical, so was the level of implementation support. One of the core implementation tasks was to create interfaces between the selected ERP solution and GOA Shipyard's legacy applications.

Mr. Golwalkar described the selection process: “We forwarded a description of our business processes to the country's leading software vendors and after a thorough evaluation, decided on a value-for-money ERP solution from SSA Global that paired the sound engineering functionality of SSA ERP, integrated with the SSA Product Lifecycle Management (PLM) solution, with the expertise and experience of implementation partner Godrej Infotech.”

Implementing Fast

GOA Shipyard implemented SSA ERP and SSA PLM running on an HP/Microsoft Windows 2000 platform with Microsoft SQL Server database, adopting a two-phase approach or “Extended Go Live.” GOA Shipyards specifically implemented the SSA PDM bi-directional integration to the SSA Baan ERP Project module to streamline all Engineering to Production business processes as well as to the SSA

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We achieved our aims for the project and began to recover our investment during Phase I.”

— MR. ANANTASAYANAM, DIRECTOR FINANCE, GOA SHIPYARD LTD

► converting data into information.

ERP Industrial Projects module to manage all budget cost elements. And the total combined solution is integrated with applications such as Primavera® for product scheduling, TRIBON® for ship designing, CARS for attendance management, and a home-grown tendering application with access offered via Intranet and Internet.

The finance and related applications went live in the first phase, with remaining processes such as manufacturing/project execution, quality, servicing, plant maintenance and other miscellaneous processes subsequently. This approach made for a smoother handover to end-users, ensuring they were comfortable with the SSA ERP and SSA PLM solution. There are approximately 65 concurrent (200+ named) users in total.

The implementation followed a structured planning and monitoring methodology that exposed any issues quickly, allowing the project to progress according to plan.

The entire project was completed in nine months, managed by SSA Global implementation partner Godrej Infotech, with the active involvement of a 15-person team from GOA Shipyard.

Making it Pay

“The results that we have seen since implementing this SSA Global solution are outstanding, with operational costs down 10% and ship-building time reduced by 20% or approximately six months,” said Rear Admiral Sampath Pillai, Chairman & Managing Director, GOA Shipyard Ltd.

Here are some other results seen after the implementation of the SSA Global solution:

Greater Efficiency

- The applications are now integrated, reducing the volume of data entry.

- The purchase of raw materials has been automated, saving time and reducing errors.
- Automated, paperless transactions have reduced internal approval process time by more than 100 percent.

Increased Productivity

- Ship-building time has reduced by 20 percent (six months for a medium size vessel and is likely to improve further).
- All day-to-day transactions are processed in real-time across the enterprise.
- The entire tender process from submission through review and approval of bids is done on the Internet, and the accepted order is confirmed over the Internet, resulting in a shorter cycle.

Improved Customer Service

- Customers can check the progress of their project via the Internet, through a web browser interface.

Information for Decision Making

- Information is available online, in real time, to support decision making throughout the organization.
- The build up of an elaborate database within the integrated solution supports accurate estimating and forecasting.

Employee Benefits

- Training time for new users is fast, indicating the interface is simple and intuitive.

Cost Savings

- Raw materials are financed by the banks; converting raw materials into finished goods faster results in an increase in profit margins.
- Overall decrease in ship-building time and operational improvements directly translates to bottom line savings.

Forward Faster™ - Into the Future

“Over the next year, we expect to see further reductions in both operational costs and in shipbuilding time,” said Mr. Anantasayanam, Director Finance, GOA Shipyard Ltd. He added further, “We achieved our aims for the project and began to recover our investment during the first phase.”

Given the core system is running smoothly, one of GOA Shipyard’s next plans is to implement business intelligence tools to extract even more value from its data.

“Now that we have quality data available at all levels of the business, the next step is to convert that data into information that can support fast and intelligent operational and management decisions; in fact, refine the way we operate,” concluded Mr. Anantasayanam.

about SSA Global

SSA Global is a leading provider of extended ERP solutions for manufacturing, distribution, retail, services and public organizations worldwide. In addition to core ERP applications, SSA Global offers a full range of integrated extension solutions including corporate performance management, customer relationship management, product lifecycle management, supply chain management and supplier relationship management. Headquartered in Chicago, SSA Global has 63 locations worldwide and its product offerings are used by approximately 13,000 active customers in over 90 countries. For additional information, visit the SSA Global web site at www.ssaglobal.com.



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