

Case Study

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Smart
Business Suite
The winning combination



Shalimar Steel Re-rolling Mills

This case study follows a typical implementation of Generix's ERP Software - in this case, for Shalimar Steel Re-rolling Mills Private Ltd. (SSRM), a major supplier of steel products to the local and international market. The case study is written to help you understand how typical systems development and replacement projects proceed, how Generix works with its clients to overcome the challenges of complex systems implementations and how benefits are realized. Generix would like to thank SSRM for its assistance in the preparation of this case study.

Shalimar Steel Re-rolling Mills (Pvt.) Limited is one of the pioneers in the steel industry, was established in 1958, headquartered in Lahore, Pakistan. SSRM is one of the most diversified manufacturing enterprises in Pakistan today. Shalimar Steels Mills re-engineered its activities, adopted a quality management system and obtained ISO certification in 2002.

SSRM through its four highly diversified mega units, manufactures round, square, cold twisted, and deformed bars of less diameter, flat bars and coils of small dimensions. By using latest re-rolling plants and strict quality control, SSRM produces profiles including Heavy Commercial and Residential Sections, Round Bars, Square Bards, Flat Irons, Angles, Channels, Girders, Beams and H Beams. Through Arc & Induction furnaces and Continuous Casting Plant, SSRM is making steel products, alloy steels of various sizes i.e. 80mm, 130mm, 150mm, 160mm and 200mm. SSRM has its own sophisticated material testing facility that ensures every step required for quality testing.

Initiating the Project

SSRM started looking for a comprehensive ERP Solution back in the end of 2005. The major challenge of such a big replacement was how to integrate all the business segments remotely and co-located with high availability of real time insight. Since the existing system was mainly based on manual processes hence there was a lack of real-time information sharing, data reconciliation and accuracy of information across the board that had created a bottle neck for future expansions and in fulfilling the business needs.



Early in this process, SSRM formed a very clear vision for system replacement project. Key objectives were:

- To replace the manual system and implement a new ERP system that provides top quality service to the SSRM business & production units and eliminates the time-consuming off-system workarounds needed to give excellent service to everyone
- To implement a industry standards compliant system that meet Pakistan statutory requirements and accounting regulations
- To implement the new system by 1st July 2007, on budget and on schedule, while minimizing business risk and disruption to SSRM's business
- The system was to be scaled to support over 50 concurrent users, across around 15 local and remote locations including the head office, 3 sub offices and 4 production units and several warehouses.

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The clarity of SSRM's vision allowed them to set and achieve an aggressive timetable for systems selection and implementation. From the first demonstrations at the start of Jan 2006, SSRM conducted a thorough systems selection review during January and February 2006. Following initial negotiations, SSRM signed with Generix to start its Solutions Study at the end of March 2006, recognizing that Generix's Smart Business Suite (SBS ERP System) solutions had the closest fit to SSRM's requirements.

The Solutions Study

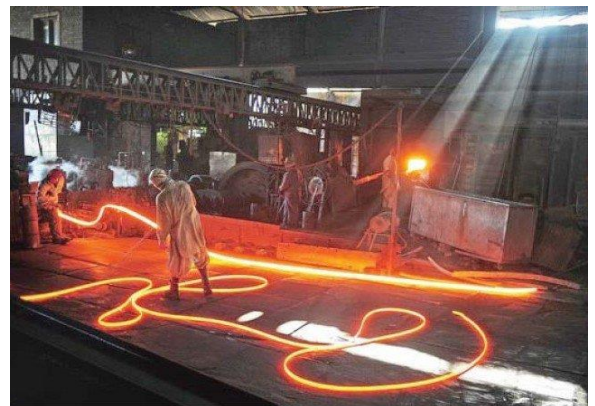
The Solutions Study was the first stage of the Shalimar Steel Re-rolling Mills project - this is the process Generix uses to understand client requirements, identify the modifications that should be made to the system and assess the costs involved in delivering the solution. Generix uses the Solutions Study approach (rather than going straight to gap analysis) where clients are confident that their existing business processes (AS-IS) support the needs of their individual market very well. In these cases, it can often be beneficial to modify systems to support market-specific future business processes (TO-BE) and deliver the efficiencies and economies needed for successful competition.

Generix opened the Study with a series of detailed and thorough interviews with representatives of SSRM's staff in the following departments:

- Sales and Marketing
- Accounts & Finance
- Procurement
- Manufacturing
- Budget & Taxation
- Project Management
- Customers Support
- Maintenance

"I proudly recommend "Generix Solutions" for software service. This software house not only fulfils all of our Business requirements but also provide the technical assistance from time to time whenever needed. This company generated an exceptional result in the mater concerning with Final Reports. We wish them success in future."

*Arif Mahmood - Director,
Shalimar Steel Re-rolling Mills (Pvt.) Ltd.*



In the Solutions Study interviews, Generix and SSRM worked together to review thoroughly SSRM's business processes, documentation, accounting requirements, and management and group reporting. Arif Mehmoood, SSRM's Director, monitored all meetings to ensure consistency and conformity with SSRM's ongoing business strategy and requirements.

Following these interviews, Generix wrote up its findings and then reviewed these with SSRM staff. This confirmed Generix understanding of SSRM's requirements and helped to bring out any additional detail needed.

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System Development

The Solutions Study identified a number of areas where additional developments were needed from the time of systems installation onwards.

Among these were:

- Introduction of an integrated & harmonized system across all business units
- Introduction of multiple branches, warehouses management system
- Introduction of a sophisticated Production Life Cycle Management (PLM) system along with a support of all core processes starting from procurement to fine product and its sales & recoveries
- Development of a sophisticated Financial System
- Sales & Purchase Management
- Powerful consolidated exposure reporting

Work on each of these areas proceeded through the normal development sequence of:

- **Business Analysis:** where Generix's Business Analysts worked with SSRM staff to understand and document the users' requirements behind each area of work
- **Software Development:** where Generix's developers created and tested the modules required
- **Unit and Link Testing:** where Generix's test teams firstly tested the new modules, and then tested their integration with the whole SSRM solution.

- Training and User Acceptance Testing
- Implementation

“The relationship with Generix has been important we formed an excellent partnership. Where differences arose during the project, the relationship was good enough for these not to threaten it. It was reassuring to be able to access the top levels of Generix's management whenever we needed to.”

*Arif Mahmood - Director,
Shalimar Steel Re-rolling Mills (Pvt.) Ltd.*

Software was delivered to SSRM in one major release - the idea behind this was to deliver whole functionality as early as possible so that SSRM could maximize the time available to review functionality with their business users in a full life cycle mode. The project was particularly helped by the focus and active involvement of SSRM staff - tremendous emphasis was placed on this at every levels of the SSRM organization. SSRM staff planned effectively and ensured that appropriate, skilled resource was available at the stages of the project where intensive user work was required. Failure to do this would have caused substantial delays to the project.



A particular area of focus was on data transfer, where Generix and SSRM carried out intensive data cleaning and reconciliation work as part of the implementation.

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Implementation

The first stage of implementation was conducted early in the development process. This involved installing the appropriate servers and technical infrastructure at SSRM, allowing plenty of time to test the infrastructure before the final version of the Smart Business Suite (SBS ERP System) was installed. This also provided a test system on which SSRM staff could familiarize them and test new functionality in advance of the dual run.

Shortly before the start of the dual run, Generix installed and configured the live version of SBS ERP System and installed an early conversion of data for training purposes.

This was followed with an intensive training program conducted at SSRM's site. While this was happening, Generix extracted the final set of month end data from the old system and converted it at Generix. SSRM then continued normal processing on the old system, keeping note of all data changes made.

Once converted data was installed and reconciled at SSRM, SSRM staff then keyed all changes made to the old system since month end onto SBS ERP System. They then dual-processed the remainder of the month's business on both systems. Following successful running of invoices etc. from the SBS ERP System, month end was conducted on both systems and the SBS ERP System was successfully reconciled against the old system.

Generix staffs were present on site intensively during the whole implementation phases – SSRM staff showed tremendous commitment in managing the workload during this period.

For more information please contact Generix via email: info@generixsol.com or visit: www.generixsol.com

Outcome

“The bottom line is that we would strongly recommend Generix.”

*Arif Mahmood - Director,
Shalimar Steel Re-rolling Mills (Pvt.) Ltd.*

“I was impressed by the integrity of Generix.”

*Arif Mahmood - Director,
Shalimar Steel Re-rolling Mills (Pvt.) Ltd.*



“The system has delivered a superb reduction in workload. The new system has cut in reasonable the length of time needed to complete the job, carry out quality checks and do revisions. It has made it easier to train staff and has given us a substantial reduction in our error margin. Even in complex areas like production life cycle, the alerts and checks make production line smoother and more reliable, and save us time. We love the new system. It is so user-friendly.”

*Arif Mahmood - Director,
Shalimar Steel Re-rolling Mills (Pvt.) Ltd.*