

CSC HARNESS ERP TO DELIVER BUSINESS INTEGRATION AND TRANSFORMATION FOR SELEX



Extract from CSC's MCA Submission 2010

INGENIOUS

Using technology to consolidate the knowledge and experience of Selex's five sites into a single and effective business whole.

PURPOSEFUL

Developing SAP solutions that help Selex maintain its market position and develop its market share.

PASSIONATE

Showing that technology can bring businesses, and the people who work in them, closer together.

"Our Central Planning team at Edinburgh now have visibility of full manufacturing and supply chain operations as well as emerging Engineering Design Changes, enabling more effective operation planning through a combination of planning simulations and real-time changes, balancing supply and demand across the factories and maximising utilisation."

Alistair Hutson,
Planning Manager

SELEX Galileo (SELEX) provides the surveillance, tracking, and imaging technology used in some of the world's most hostile environments. With over 4,000 employees and more than £650 million in sales they are undoubted market leaders in an increasingly challenging field.

THE CLIENT'S CHALLENGE

SELEX had been formed by amalgamating five different business units, each of which had developed its own business processes and bespoke IT systems. This had made the task of improving time to market unusually difficult and complex - but it remained vital if the company were to maintain market share, increase customer satisfaction levels and allow the business to expand. The company also knew it had to move to a common IT platform and rationalise its many planning processes into a consistent project planning and management model in order to benefit from common, integrated control.

To complicate matters further, and in addition to different versions of SAP ERP applications across the five sites, there were also separate systems to cover commercial (including export controls), compliance and shop floor management. Because most of the business was project based, project management tools also had to drive long-range planning and then feed that demand into the design and manufacturing operations — something that involved transcribing in detail across several systems.



CSC SOLUTION

Knowing of CSC's track record providing SAP solutions in the Aerospace and Defence (A&D) industry SELEX asked CSC to become their systems integration partner and help implement SAP ERP including the Project System (PS) and Advanced Planning & Optimiser (APO) modules. As a result, CSC and SELEX have developed an innovative, leading edge APO solution fully integrated to PS that now provides real-time modelling, integrated planning and reporting. This delivers customer support whilst an APO solution facilitates demand forecasting and supply chain modelling to drive innovation.

To accelerate the design phase, CSC first built a prototype of the solution, based on both their understanding of project-led A&D manufacturing organisations and the process documents developed by SELEX during process reviews.

Rather than trying to design new processes from a theoretical standpoint, this allowed the consulting team to give a practical demonstration of how SAP could meet SELEX's requirements, and helped to obtain buy-in from stakeholders more used to developing their own software rather than using off-the-shelf packages.

The SAP scope included ECC6 with the A&D industry solution, Supply Chain Management/APO, Supplier Relationship Management, XMII, Netweaver Process Integration and Business Intelligence.

Both CSC and Selex also identified that - as with any implementation of this complexity - there is a danger that individual teams will lose sight of the overall picture and develop solutions poorly integrated with the whole. To avoid this, an



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integration manager was appointed and frequent integration walkthroughs were held throughout the design and build phases.

Similarly, to encourage cross-team working over the five Selex sites, teams were physically moved to match the task they were engaged in and if any area of work fell behind, specific individuals were assigned to resolve those issues. Located in a dedicated war room, they could then concentrate free from distractions and other responsibilities.

Similarly during testing phases, individuals were assigned to either the testing or resolution team, and the office layout physically altered to reflect those groupings. At its peak, a full time team of around 250 worked on the project in this manner, assisted by CSC Subject Matter Experts at head office and with significant input from SELEX staff at all levels.

undoubtedly been met. But in addition, customer service levels have increased, manufacturing processes have improved and effective multi-site operations have become a reality.

This, in part, was due to CSC's creation of a unique solution to facilitate multiple simulations, driven by PS and APO, for both first-time manufacture and repairs. This protects the live plan from simulation events so manufacturing work can now be rescheduled and prioritised every night based on the day's project activity - giving far greater flexibility and significantly reducing material and resource costs.

To enable production project managers to drill into supply chain events and identify bottlenecks ahead of time, production load-boards were also created that now allow them to take remedial actions that ensure timely delivery.

This single solution has reduced operating costs, replaced the plethora of add-on packages and home-built systems that once filled the gaps in the Enterprise Resource Package, and ensured the complete standardisation of processes and consistency of information across sites that SELEX sought.

As a result, overall manufacturing flexibility and responsiveness have improved through better levels of stock visibility and control. SELEX's manufacturing platform, the core of its business, is now able to operate at its most efficient with a single point of entry for life cycle management of all products.

With smooth, trouble-free collaboration with its suppliers, a newly efficient manufacturing base, and consistent data from initial sales enquiry, through manufacturing, to after sales support, SELEX now has precisely the tools it needs to maintain and build on its market leading position.



BUSINESS RESULTS

At the outset, Selex had identified a pressing need to shorten time to market if they were to retain their competitive advantage - a goal that has

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