Urban Transport Services Company Consolidates Systems, Improves Business Efficiency

Overview

Country: India
Industry: Transportation

Customer Profile
Incorporated in 2006, Delhi Integrated Multi-Modal Transit System Ltd is a joint venture company set up with equal equity from the Government of National Capital Territory of Delhi and Infrastructure Development Finance Company.

Business Situation
DIMTS wanted to consolidate multiple standalone applications and manual processes in a single environment. It wanted to coordinate processes in order to achieve greater efficiency.

Solution
DIMTS deployed Microsoft Dynamics™ AX 2009 to manage its operations with an integrated solution. The company gained efficiency and speed, saved time, and reduced operational costs.

Benefits
- Improves business processes
- Workflows eliminate paperwork
- Saves time and operational costs by up to 30 percent
- Offers better visibility, transparency, and control

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>
> Bhaskar Basak, Vice President, Delhi Integrated Multi-Modal Transit System Ltd.

Delhi Integrated Multi-Modal Transit System Ltd (DIMTS) is an urban transport and infrastructure services company aiming to develop and deliver world-class urban infrastructure to the citizens of Delhi. Unwanted delays, manual processes, and duplication of tasks due to multiple disparate applications, were stumbling blocks to the efficiency and vision of the organization. DIMTS then deployed Microsoft Dynamics AX 2009 with the help of its in-house Dynamics team. Post deployment, visibility into all aspects of the business enabled the decision makers to take control and respond to changes and trends in a timely manner. Elimination of redundant manual processes not only improved efficiency and increased performance but also cut costs. Better control, improved financial and human resources management, and ability to administrate revenues are the much-desired benefits.

Microsoft Dynamics

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Situation

Established in 2006, Delhi Integrated Multi-Modal Transit System Ltd (DIMTS) has evolved as a new-age technology organization. It contributes significantly to the urban mobility through its spectrum of services in intelligent transport systems. It has created innovative applications to deliver solutions in the areas of electronic payment, public transportation operations, fleet management, vehicle tracking, safety assurance and control, and pollution management.

With a team of 400 dedicated employees, DIMTS has been implementing strategic projects focused on multi-transport modes using integrated systems. It is an ISO certified company with a wide network of prestigious clients, including Government of National Capital Territory of Delhi (GNCTD), New Delhi Municipal Council, Public Works Department (Municipal Corporation of Delhi), Delhi Transport Corporation, Mumbai Metropolitan Region Development Authority, and Government of Punjab. The annual revenue of the organization in financial year 2011–12 was U.S.$ 21 million (INR 119.92 crore).

In the past DIMTS was using multiple disparate bespoke applications for leave and attendance management and for managing timesheets. It also used standalone financial accounting software and Microsoft Office Excel for lead management. Microsoft Office Outlook was used for all email communications.

At the same time, large amounts of communication and data flow were paper based, which had to be filed, taped, and moved across departments to transfer information. According to Bhaskar Basak, Vice President, DIMTS, "Business operations had a few redundant and time consuming transactions such as movement of papers and files across departments. This resulted in duplication of tasks. Since we operate from two locations, reports on project costing, employee utilization, etc, were manually generated and each took up a substantial number of hours per day."

Leads were maintained and updated manually in Excel. Project managers' allocated tasks, responsibilities, and schedules based on personal interaction and skills had to be accessed by them. This often resulted in over- or under-utilization of resources and, at times, tasks were allocated to personnel inept at the particular tasks, leads to delays and ineffectiveness.

Additionally, closing of accounts was a tedious process leading to unwanted delays. "Our finance team worked day and night for 3–4 days during quarter closures to reconcile and cross-check all the accounts," states Bhaskar. "It was a difficult process with high resource overheads."

As DIMTS continues to grow, it wanted to take full advantage of new technologies to improve profitability and quality of service. The company decided to update its business technology with a new enterprise resource planning (ERP) system and, at the same time, better coordinate business activities, reduce dependency on paper, and increase the efficiency and scalability of its operations.

Solution

DIMTS reviewed a range of ERP solutions before deciding to deploy Microsoft Dynamics AX 2009. "Microsoft Dynamics AX 2009 is user-friendly and offers better features and controls," says Bhaskar Basak, Vice President, DIMTS. "Workflow based approvals and effective MIS reporting are added advantages."

> "Decreased dependency on paper and workflow-based approvals speed up processes significantly. With online processing, we are able to administer revenues and profits, and also keep a tab on the entire team to restore efficiency."

Bhaskar Basak, Vice President, Delhi Integrated Multi-Modal Transit System Ltd.

DIMTS's in-house Dynamics team deployed the solution in June 2009, for 52 concurrent users at the company's head office in Delhi. Modules deployed include General Ledger, Accounts Receivables, Accounts Payable, Bank, CRM, and Projects. The implementation had the standard software development life-cycle phases, from planning, analysis, design, and development to implementation and testing. Over the last two years, the in-house team has extended the Dynamics AX to a number of functional and operational areas by implementing many workflow enhancements.

Several unique requirements pertaining to workflow enhancements such as sending the record to multiple users for discussion or clarification; asking queries of multiple users even at the time of final approval; displaying workflow history in a user-friendly format, were all addressed during the implementation stage.

Additionally, the DIMTS deployment team customized the solution to meet their specific needs. Some of these unique requirements include leave and attendance management, and project and department budgets. The team also integrated Dynamics AX with projects such as the Driving License Issuance System implemented earlier for the Government of Delhi. Dynamics AX is also managed the revenue generated by issuing driving licenses across multiple offices across Delhi.

DIMTS is also managing and monitoring the operations of public buses in Delhi for the Government of Delhi. To this end, DIMTS has implemented an automatic vehicle location system, passenger information system, and electronic ticketing system. The ERP solution is customized to integrate with the bus management and tracking management system. It records all the data such as number of buses, schedules, actual distance

(in kilometres) travelled by each bus, and passengers on board. Based on this information, the revenue generated by each bus is calculated. At the same time, missed trip details, details of infractions, etc, are also directly linked to the ERP solution. It thus helps in facilitating and improving the efficiency, as well as tracking the revenue generated on a daily basis.

The ERP system uses the above to compute the amount payable to concessionaires taking into account all incentives and deductions. An approval workflow approves the in the ERP system. It also processes the incentives paid to conductors. The checklists for creating new routes is managed and approved within the system.

"The new workflows help us considerably in improving our transparency, monitoring our teams and ensuring quality of service to the common man," states Bhaskar.

Benefits

Microsoft Dynamics AX has helped in technology based re-engineering of internal processes at DIMTS. The easily customizable solution is adapted to successfully fit the organization's needs. "The overall flexibility of the solution helps us to coordinate business activities better, and increase the efficiency of our operations," explains Bhaskar Basak, Vice President, Delhi Integrated Multi-Modal Transit System Ltd.

Improves Business Processes

Microsoft Dynamics AX has eliminated the need for data consolidating from multiple disparate systems. It replaces multiple applications with a single, fully integrated ERP system. It has reduced redundancies across all departments in almost every business process. "The ERP solution has helped standardize financial processes across the organization, allowing it to reduce reporting time scales,

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errors, and rectification costs, while increasing reporting accuracy," says Bhaskar. "In addition, the system tracks accounts payable and receivables on a daily basis."

Workflows Eliminate Paperwork

Previously, almost all business operations were paper based. The documents had to move physically from desk to desk for approvals. Apart from the delays, the paper consumption was very high. Now, all files are managed in a central location electronically, and available to all relevant personnel. For example, the approval for payments made to vendors is done via the ERP. Vendor invoices, and the related purchase approval documents are electronically attached to the payment approval record in ERP, thereby eliminating paperwork. "Decreased dependency on paper and workflow-based approvals speed up processes significantly," states Bhaskar. "With online processing, we are able to administer revenues and profits, and also keep a tab on the entire team to restore efficiency."

Saves Time and Operational Costs by up to 30 Percent

The new ERP solution eliminates redundant data entries, and other manual tasks, leading to an improvement in process timing. With automated processes and workflows, associated personnel can now make a bigger difference in driving the company's growth. "Microsoft Dynamics AX is a huge productivity enhancement solution," explains Bhaskar. "We have been able to re-allocate the same resources to multiple other tasks, saving thousands of people hours. Overall, we have saved time and operational costs by up to 30 percent." Today DIMTS is doing more work with the same set of people and same skill sets.

Offers Better Visibility, Transparency, and Control

Visibility into all aspects of the business such as trends, routes, and revenues gives decision makers the ability to take effective business decisions. Operational analyses, profit-loss ratio study, forecasting, etc, helps in strategic planning and generating meaningful and accurate reports. With transparency and immediate access to information, the management is able to exert better control across departments to ensure smooth and efficient functioning.

Bhaskar Basak, Vice President, DIMTS concludes, "Microsoft Dynamics AX has enabled us to achieve our operational goals and significantly increase the speed of operations, quality, and accuracy."

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Microsoft Dynamics

Microsoft Dynamics is a line of integrated, adaptable business management solutions that enables you and your people to make business decisions with greater confidence. Microsoft Dynamics works like familiar Microsoft software such as Microsoft Office, which means less of a learning curve for your people, so they can get up and running quickly and focus on what's most important. And because it is from Microsoft, it easily works with the systems that your company already has implemented. By automating and streamlining financial, customer relationship, and supply chain processes, Microsoft Dynamics brings together people, processes, and technologies, increasing the productivity and effectiveness of your business, and helping you drive business success.

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