

Bharati Shipyard

Bharati Shipyard Ltd (BSL) is a leading publicly listed company engaged in shipbuilding and ship repair of vessels required for the offshore industry (OSVs): oil & gas rigs, manoeuvrable and power packed ocean going tractor tugs, cargo ships, tankers, and dredgers, as well as the design and construction of other types of sea going, coastal, harbour, and inland crafts and vessels.

Bouyed by the tremendous surge in the global and domestic demand and their strong brand quality, Bharati had a robust order book. To ensure success in tackling the challenge ahead, Bharati's management knew that nothing short of a transformation of its systems, processes, procedures and behaviors was required. Anything less would not be enough to overcome its internal shortfalls and ensure customer confidence in its ability to deliver on time and technically excellent products.

“To develop systems and to train people, we needed to create practical alignment of activities and tools throughout the business. We needed a Management System and behavior change.”

Mr Vijay Kumar
Managing Director

Key Results

11% - 20% Reduction in
Vessel Cycle Time

Yard Productivity: 8%-11 %

Improvement in Hull
Fabrication

15% Improvement in Piping

30% Improvement
in Electrical Tray

57% Improvement
in Electrical Hanger

52% Improvement
in Electrical Cable

Yard Inventory: 7% Reduction
in MVR Inspection

Yard Quality: 10% Reduction in
Phosphating Rework

ANALYSIS

The Managing Directors had a clear vision and mission which was shared by senior management but not effectively understood below this level. Process understanding was particularly poor. Vessel construction schedule compliance was virtually non-existent. The entire organization was very performance focused. There were many measurement gaps (e.g. productivity) making strategic targets hard to relate to individual behaviours: e.g. Number of tons per day completed to achieve planned delivery.

There were also significant design issues with respect to the qualification levels of the team and lack of measures, e.g. Cost of design changes versus the cost of subcontracting design?

A poll taken pointed toward providing better training, job instruction and people development. And finally, there was little if any concept of Materials Requirements Planning (MRP) at the yard level.

PROJECT APPROACH

Two Two Key targets were set for the project:

1. 20% reduction in vessel construction cycle time
2. 20% improvement yard productivity.

IMPLEMENTATION

Renoir selected a Task Force from amongst the Bharati workforce and provided training prior to the formal Project start. Task Force members learn basic analytical techniques as well as presentation skills and when the Project begins, it is the Task Force members that formally and informally communicate with their fellow employees. What their colleagues see is a significant change in the confidence and leadership of the Task Force members, signaling a new and exciting step.

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Management Action Teams (MATs), from Critical Success Areas (Work Streams) were then selected and trained to jointly conduct in-depth studies, together with the Task Force members and facilitated by the Renoir Consultants. This process was scheduled for 10 calendar weeks, with the primary objective of developing and owning an internal set of goals and objectives in line with Renoir's earlier stated targets. This is Renoir's highly successful Focus Process™.

To drive implementation, Management Control System (MCS) workshops and MAT sessions were used to deliberate, design and develop the agreed tools and techniques to address the identified systems and process gaps.

Fortnightly Steering Committee Group (SCG) sessions were scheduled to update the Committee, seek direction and reinforcement and remove barriers. SCG members are appointed from senior management to monitor, facilitate and help drive change. SCG updates included operational performance trends, both tangible and intangible, as well as behaviour change reporting and video testimonials. These improvements were translated into financial benefits as measured against an agreed base.

All changes were embedded through one to one coaching, bringing about the necessary, permanent, behavioural changes. This was taken deep into the operational areas with Renoir Consultants spending a great deal of time ensuring that both Supervisors' and Managers' attitudes changed fundamentally. The results speak for themselves.

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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