

# Processes in Place

## IT initiatives by gencos

To overcome the gaps in operational efficiency, meet generation schedules, eliminate asset downtime losses as well as maintain consistent generation, power generation companies are increasingly deploying IT solutions. However, tight IT budgets, cybersecurity issues, change management and lack of availability of manpower with the right skills are some of the key challenges faced by them in implementing such projects. IT experts across leading gencos talk about their recent initiatives, the major challenges and their future plans...

**What have been the new IT initiatives implemented by your utility in the past year? What has been the impact of IT initiatives on the organisation's performance?**

### Y.P. Arora

There have been no new IT initiatives. The organisation's performance is related to the performance of the core business functions. There has been improvement in the areas of inventory management, purchasing process, plant maintenance activities and finance functions. IT applications integrating the core areas help in obtaining real-time information and data transfer, leading to quick decision-making and better planning.

### Nitin Chandurkar

The systems, applications and products (SAP)-enterprise resource planning (ERP) culture has commenced a new wave of integrating systems, processes and people at Maharashtra State Power Generation Company Limited (Mahagenco). This change is helping us realise our vision of generating adequate power for Maharashtra at competitive rates on a

sustainable basis, in a socially responsible manner. SAP-ERP has been a part of our overall IT transformation strategy for operational excellence, energy efficiency and value generation through standardised and consistent business processes, cost optimisation, lead time management, process-based energy planning, operations, logistics and despatch. We are now able to achieve higher process visibility and tracking throughout the generation supply chain, from fuel procurement to energy delivery, as well as better decision-making and higher accountability for profitability and result orientation across all our power plants and offices. People are our prime movers and this wave is providing a competitive edge to our people for transforming our vision into reality.

After a detailed analysis and industry study was conducted, SAP-ERP emerged as the most suitable solution for Mahagenco. It brought in an IT culture, automated and integrated business processes, embedded transaction processing controls, and provided appropriate

reports to facilitate decision-making and ensure smooth functioning of Mahagenco's operations. It also provided the capability to interface with the plants' systems. In general, IT-enabled systems help improve operational efficiency, delivery performance and analytics, and safety.

Project NirmITee, which entails the implementation of SAP-ERP, covers the business functionality of all of Mahagenco's plants and departments, including procurement, human resources (HR), accounts and finance, quality cell, fuel management cell, plant maintenance, production planning, project planning and execution, energy sales, environment, and health and safety. The key focus areas for Project NirmITee were standardisation of Mahagenco's business processes, purification and harmonisation of data across Mahagenco, and application of IT to some of the company's new business processes in order to ensure seamless management of applications both during and after the implementation of the project.



**Y.P. Arora**

General Manager, Technical, IT and ERP, IPGCL and PPCL



**Nitin Chandurkar**

Chief General Manager, IT, Maharashtra State Power Generation Company Limited



**Nimesh Mehta**

General Manager, IT, CLP India Private Limited

### Nimesh Mehta

The IT team envisages adding value to sustain, optimise and expand CLP India's operations by recommending and establishing its purpose in line with the existing business technology. It aims to manage IT as a responsible service function, demonstrating accountability and innovation that meets business expectations and maintains a customer focus in the delivery of IT services. In addition to these, optimisation of IT costs, upgrading of IT capabilities and compliance with