Port of Galveston - 75 Days to Go Live
NetSuite® One-World ERP With Harbour Mastery® i-Seaports™ Built for NetSuite

The Situation: A Twenty-Year Vision

"The acquisition of NetSuite® One World and Harbour Mastery® i-Seaports™ ERP Management Built for NetSuite comes at a critical juncture for initiating our new Strategic Master Plan," says Rodger Rees, Port of Galveston CEO and Port Director. "We wanted a cloud-based anywhere/anytime ERP system to position us for growth and diversity in the future."

Our Position: "The Port of Galveston is the only cruise port in the State of Texas. Today we are the 4th busiest cruise port in the USA with major cruise lines calling year round and handle 1.9M passenger movements annually. We just signed a new long-term agreement with Disney Cruise Line and will be building a new cruise terminal in partnership with Royal Caribbean Cruises."

"The Port is the region's gateway to the Gulf for cruise ships and international trade. We lease and maintain facilities on both Galveston Island and Pelican Island. The Galveston Island operations are a diversified mix of cargo including roll-on-roll-off cargo, dry bulk, export grain, refrigerated fruit, general cargo, and project cargo. The Port's Pelican Island facilities comprise a combination of undeveloped property, an active ship and rig repair facility, and liquid bulk operations," concludes Rees.

The Need: "Our diverse and unintegrated legacy systems had become too complex to efficiently manage the transactions and accounting," adds Mark Murchison, CFO. "Accounting for operations, sales, purchasing, and payroll in four different systems had forced too many spreadsheet solutions to bridge the gaps," adds Erika Barragan, the Controller.

Rodger Rees, the new CEO, and Port Director has had experience with NetSuite and i-Seaports before coming to Port of Galveston in 2018. "This NetSuite One World ERP integrated with the Harbor Mastery i-Seaports vertical makes this a great choice for us.

• It is cloud-based and 24/7 accessible from all of our devices,
• easily customizable and i-Seaports by Harbour Mastery is designed for our enterprise, and
• gives us a platform for integrating other solutions in the future," Rees said.

The Decisive Action - Go Live By January 1, 2019

After exploring several options for upgrading legacy systems, the decision was made mid-2018 to join forces with NetSuite Professional Services and Harbour Mastery Inc. business solutions developers to do what many warned them was virtually undoable–GO LIVE BY JANUARY 1, 2019 in 75 Days.

To do this, Murchison, the POG Project Manager took a phased approach. "We designed a Phase I to get all revenue generation, purchasing and accounting integrated, and other modules in place for Phase II. Phase II will bring payroll and HR in-house, put cruise customers online for parking, and refine fixed asset and projects management."

What Has Been Accomplished?

Cargo and Cruise Operations: Brett Milutin, Director of Operations for both Cargo and Cruise says, "We have been able to achieve better management of the complexity of our tariff system and very complicated trade agreements in Phase I (75-80 percent), than in our legacy system after 18 months (barely 30 percent). In Phase II we expect to hit the 95 percent mark."

Tariff and Trade Management: The Port Tariff System is managed through NetSuite's "items" table with a combination of services for sale and resale. POG has multiple complex agreements with cruise

Rodger Rees

and cargo agents, stevedoring firms, the railroad, security, storage facility managers, warehousing and pier facilities leases and rentals. These are managed through i-Seaport's "Trade Agreements Module", and custom fields and records linked between agreements and transactions processing workflows.

From Operations to Accounting Workflow:
• With a single button click, the Cruise Terminal Manager generates his reservations from the Cruise Rotation Schedule.
• A single Cargo 'Reservation' request and services delivery record provides a single point of entry for all dockage, cargo, and services charges.
• The Director of Operations reviews and approves, and checks a "Ready to Bill" checkbox that puts the record in the queue on the Accounts Receivable (AR) dashboard.
• The AR manager provides Quality Control review of billable line items and with a single button click, generates the billing for each cruise or cargo vessel call.
• A Workflow puts this on the CFO's reminders dashboard for final approval, so AR can generate and send invoices.
• With Drag and Drop efficiency, all documents and manifests are stored in NetSuite for future reference and attached to the voyage numbers.

Simplifying Cruise Parking: Terminal Access by over 200 taxi, limo, and bus companies, a web-based third-party reservation system for cruisers, and POS terminals at the parking areas have been a dis-integrated management system for 5-10 thousand cruise passengers in a single day.
• Terminal Access personnel now manage terminal drop-off and pick-up traffic replacing clip-board paper records entered in spreadsheets and then re-entered into invoice forms.
• The third-party cruisers parking transactions deposit directly into the POG bank is captured by accounting and connected to cruise vessel calls with minimal data entry.

• A Phase II component will put both systems directly into NetSuite removing 90 percent of the manual entry.

Real Estate Recurrent Billing: The i-Seaports Real Estate Module has been applied to a diverse set of Port of Galveston piers, facilities, and a public downtown parking garage:
• In Real Estate both Long-term leasing and short-term rental agreements for land, warehouses, a vehicle processing center, retail, and office spaces now have automated monthly recurrent billing.
• A Marina complex hosts party boats, harbor tour boats and the shrimp fishing fleet which all operate under rental agreements and now have automated recurrent billing.
• The public parking garage long-term spaces are now handled through the Phase I recurrent billing process. Phase II will capture short-term daily users.

What Are The Benefits We See To Date?
1. "The intuitive nature of NetSuite's browser-based system makes it easy to use. The anywhere, all-the-time, mobile access by phones and tablets makes everyone more productive," notes Rees.
2. "Having one single point of data entry for managing our vessel calls and cargo services that flows through to the financial processing saves us time and expense that can be applied to marketing our services," adds Milutin.
3. "Billing processes tying all line item detail to the department, class, location, product line, and income account segments simplifies the accounting and reporting side of our work," note Murchison and Barragan.
4. "Both the scalability and extensibility through NetSuite and i-Seaports modules enforces our expectation of meeting the objectives we have planned for our next 20 years," concludes Rees.

What Was The Secret Sauce?
Informal conversation with the principals who are leading the implementation internally at Port of Galveston identified keys to their 75-day miracle:
1. **Phased:** We knew trying to do everything at once would be impossible, so our phased approach was right.
2. **Targeted:** Our internal team knew what we wanted and collaborated at every point with NetSuite and Harbour Mastery subject matter experts through overviews, walk-through, sandbox-testing, WebEx sessions, quick response emails, and professional training.
3. **Mapped:** We released ourselves from our legacy systems' ways of operating and decided to map out and optimize new processes that NetSuite and i-Seaports allowed us to pursue.
4. **Best Practices:** We were able to leverage what Harbour Mastery had learned in 28 years from other seaports, and what NetSuite lead professionals knew from their 1000's of other customers.
5. **Determined:** When we made mistakes, we were quick to pursue resolution and not let it slow our momentum. CR