Vale S.A.

Improving project management and reducing costs with CA Project & Portfolio Management

Managing and monitoring mining projects across the globe

Vale is a Brazilian mining company with global operations, including offices in Brazil and 30 other countries. A world leader in iron and nickel ore mining, the company also works with steel, energy and logistics. To better manage logistics, the department responsible for projects decided to deploy a complete project and portfolio management solution to optimize outcomes for its projects concerning improvements and maintenance for railways (EFC and EFVM) and ports (north, east and south).

A Secure and Highly Available Cloud Platform

In 2013, Vale’s Current Logistics and Investment Projects department decided, alongside the IT department, to deploy CA Project & Portfolio Management to better manage the investment projects related to the maintenance of its ports and railway sites in Brazil.

According to the Executive Manager of the department, Vanderlei Marques, this is a strategic development for Vale, as these projects ensure the company’s logistics and infrastructure assets are running smoothly, including the Carajás railroad (EFC), which transports ore to the Ponta da Madeira port in São Luís, and the Vitoria to Minas Railway (EFVM), which transports ore and other raw materials. Both railways also support passenger trains, in addition to visiting the Ponta da Madeira Port in the north, Port of Tubarão and Praia Mole in the southeast, and the TIG and CPBS ports in the state of Rio de Janeiro.
“CA Project & Portfolio Management helps Vale manage approximately 200 projects per year, with an estimated budget of R$ 650 million/year.”

Vanderlei Marques  
Executive Manager, Current Logistics Investment Projects Department, Vale

“Our main targets are associated with innovation and the use of technology to support the management of projects and portfolios for internal customers in order to generate effective results for the company,” said Vanderlei.

According to Andrea Furtado Simões, the PMO responsible for the system’s deployment in the Project Implementation and Logistics department, the company needed a project and portfolio management solution that would meet best practice requirements as defined by the PMI Institute and offer robust information security and availability in the cloud.

This platform would ensure speed and availability, according to Andrea, eliminating the need for hardware investments and subsequent development costs, such as maintenance, technical personnel, backup, and security.

Luiz Augusto Amaral, IT Project Manager, says that in addition to these considerations, the team needed to scope out the technical requirements to integrate the solution into Vale’s IT assets. They evaluated the architectural specifications that the system needed to meet, such as robustness, completeness, security, scalability and availability, environmental compatibility, evolution and extension support, to name a few.

Better project management and flow of critical information
As Vanderlei explains, the company wanted the highest quality project management for its logistics portfolio, implementing innovative and secure initiatives. Additionally, it faced challenges related to improving efficiency and reducing costs, a top priority in the competitive commodities market.

Prior to the adoption of CA Project & Portfolio Management, all management of information was communicated by email and in a non-collaborative way. As Vanderlei explains, “Each project was managed individually, with managers producing reports aligned with their own specific models and standards. Now, with the system’s deployment, we have a complete picture of the progress made across all projects and a broad view of all initiatives.”

The solution – which is currently used by PMOs, project planners, and all managers from the Current Logistic Project Investment department, as well as internal customers – was implemented in January 2014. Since then, the company continues to benefit from increasing improvements in effective project management.

“Today, we have important dashboards and generate monthly reports that are released to all internal logistics customers, and we can manage all projects from a single platform,” says Vanderlei.

Better alerts, easier management
Today, Vale can better manage its current logistics investment projects due to alerts generated by the system. According to the executive, “CA Project & Portfolio Management helps Vale manage about 200 projects per year, with an estimated budget of R$ 650 million/year.”
With CA Project & Portfolio Management, Vale has made the following improvements in its projects:

- Reduced management costs without compromising quality
- Provided fast and easy visibility of portfolios by performing area and by customer
- Managed demands that have the potential to become new projects
- Improved monitoring of financial investments and status reports for each initiative
- Used change requests, speeding up the application of lessons learned to other projects and investments
- Improved planning and budget monitoring, with validation and review mechanisms for task flows
- Managed lessons learned in projects, contributing to the dissemination of good practices
- Integrated financial management vision with Corporate SAP ERP, including physical monitoring of projects with Primavera P6.

In conclusion, this deployment provided not only greater efficiency to processes related to project management, but also significant financial benefits – both in terms of the ability to better track project costs and reduce spending through the self-management of company initiatives.

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