

INTERNAL

# CA PPM implementation in Valmet

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A photograph of two male engineers in a large industrial facility, likely a pulp or paper mill. They are both wearing white hard hats and safety glasses. The engineer on the right is also wearing a bright green high-visibility jacket with a Valmet logo. They are looking at a large sheet of paper, possibly a technical drawing or blueprint, which is held by the engineer on the left. The background shows complex industrial machinery, pipes, and structural elements of the building.

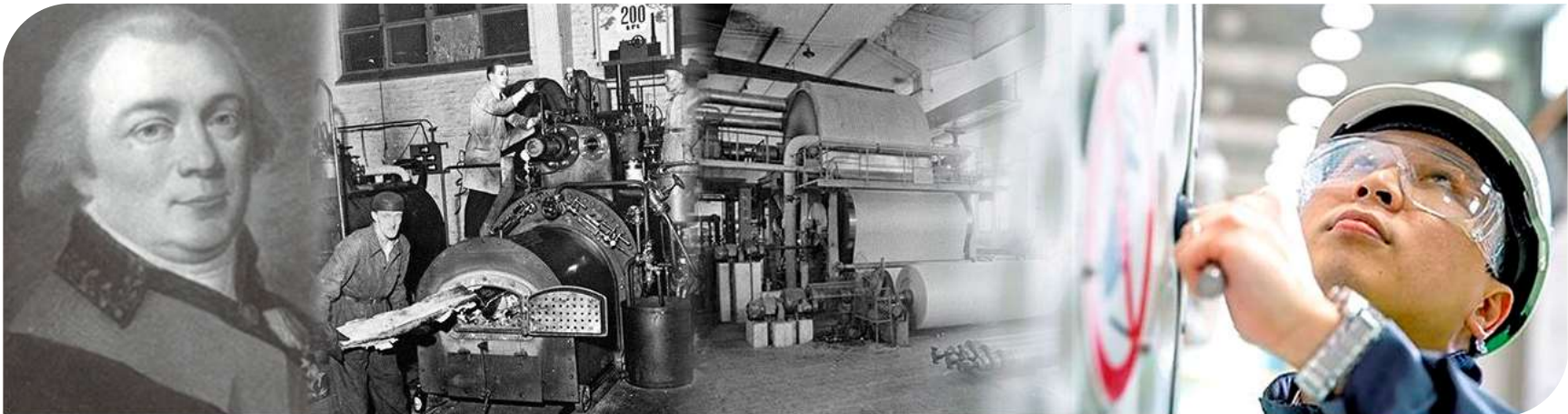
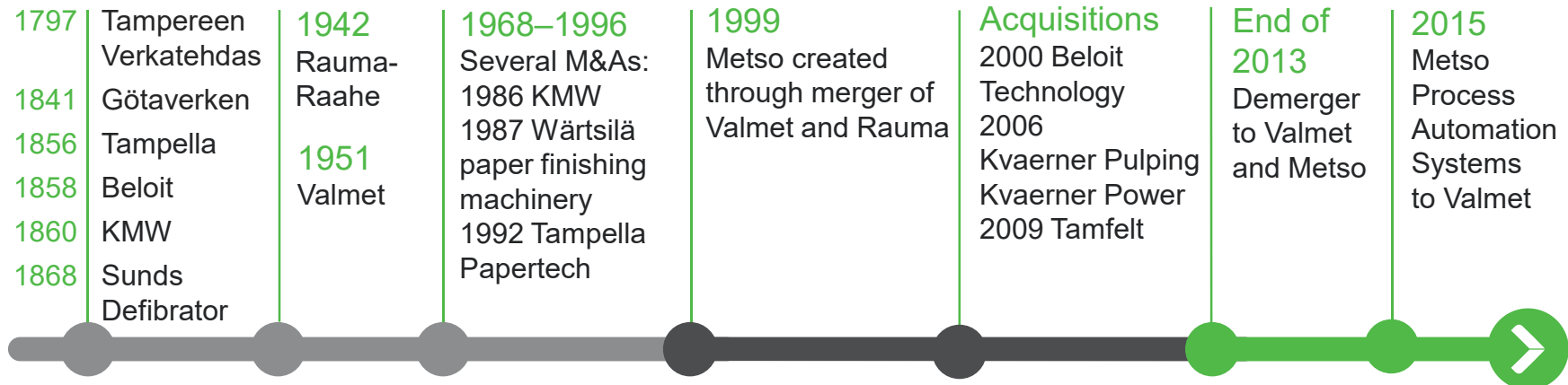
# Valmet

Leading process technologies,  
automation and services for the pulp,  
paper and energy industries



# 220 years of industrial history in 2017

From cloth making to high-tech processes





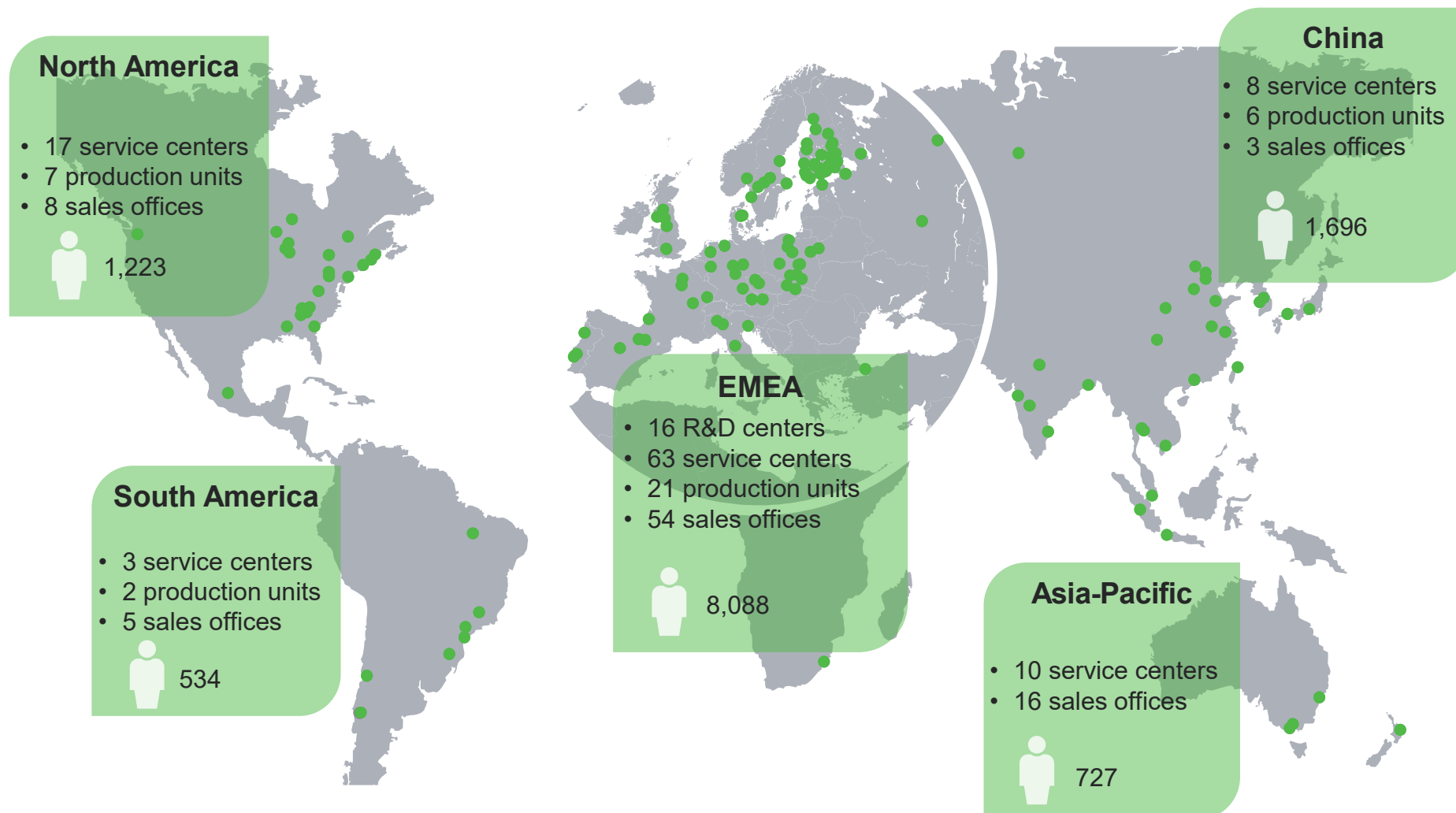
# Process technology, services and automation

Valmet's unique offering differentiates the company from its competitors



# Strong, global presence is a good platform for growth

Over 120 service centers, 87 sales offices, 36 production units, 16 R&D centers



Employees on December 31, 2017

# Key figures in 2017

**Orders received**  
EUR 3,272 million

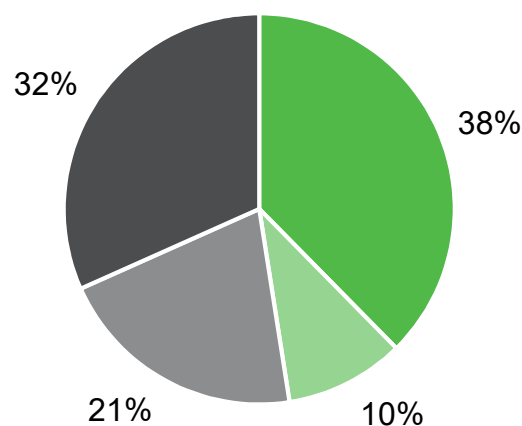
**Net sales**  
EUR 3,058 million

**Comparable EBITA**  
EUR 218 million

**Comparable EBITA margin**  
7.1%

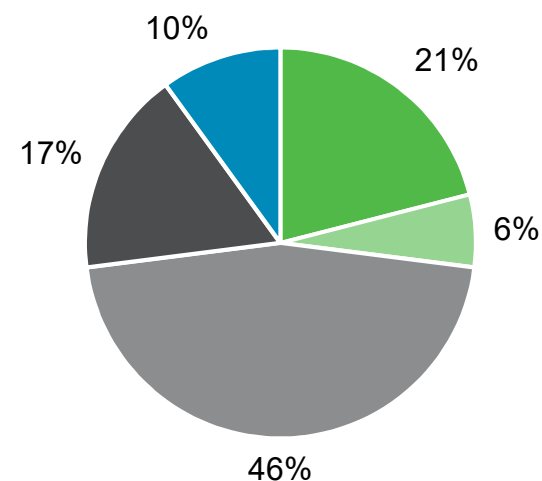
**Employees** (on Dec 31, 2017)  
12,268

Orders received by business line



- Services
- Automation
- Pulp and Energy
- Paper

Orders received by area



- North America
- South America
- EMEA
- China
- Asia-Pacific

# Four business lines and five areas





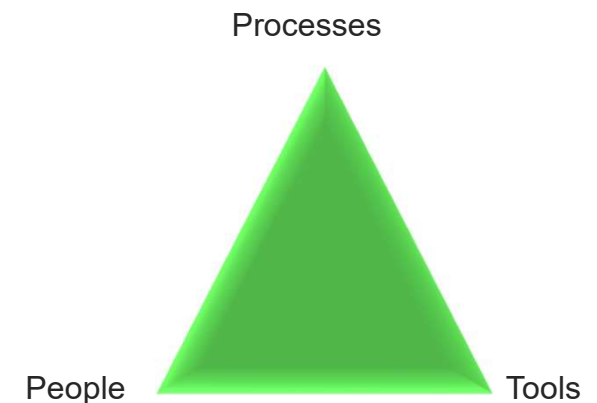
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# CA PPM implementation in Valmet

# What do we want to achieve?

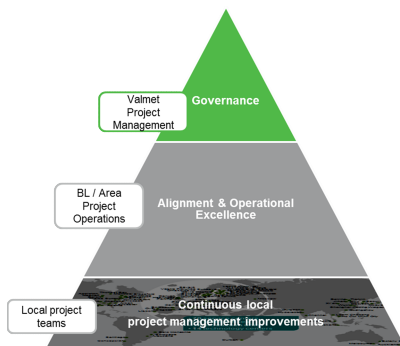
Support early focus – less surprises

- Standardized project management process and means and language to communicate
- Help project managers and teams to monitor projects – improve predictability
- Help to identify and manage deviations and issues in projects
- Establish one source for project data giving transparency into project status and future estimate
- Reduce manual work
- Enhance capabilities for project portfolio management, across organization borders, that supports business decisions



# Developing a project culture

Define  
common  
processes  
and practices

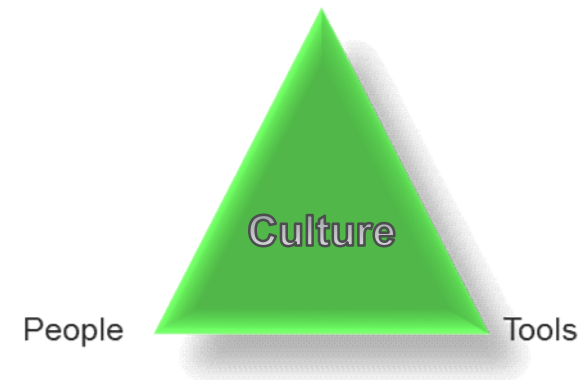


Ensure  
organization's  
capabilities



Roles  
Competences  
Resources...

Processes



Establish  
"toolbox"

ca  
technologies



# Scope of CA PPM in Valmet

Valmet-wide tool for project and project portfolio management












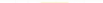
























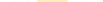






## Project execution

+ PEM Gate Decision				
Name	PEM Gate	Status	Gate Decision	Checklist
G0 Decision to set up project		Completed		
G1 Decision to start delivery project		Completed		
G2 Decision to start detail engineering		Completed		
G3 Decision to start site operation preparations		Not Started		
G4 Decision to start main shipments		Not Started		
G5 Decision to start construction/installation		Not Started		
G6 Decision to start commissioning and start-up		Not Started		
G7 Decision to start performance testing		Not Started		
G8 Decision to close project		Not Started		

## Risk and opportunity management

Risk Rating			
Risk Overall Status		Risk Comments	
Medium		Challenges to meet performance guarantees due to the new technology, also there is a risk with engineering delays due to the open options	
Risk Factors			
Scope	Low	Engineering, manufacturing and support	Medium
Technology	High	Site works	Medium
Financial	Medium	HSE	Low
Customer	Low	Schedule	Low
Resource	Low	External (country-related)	Medium
Score	Low Cost Register	Notes	

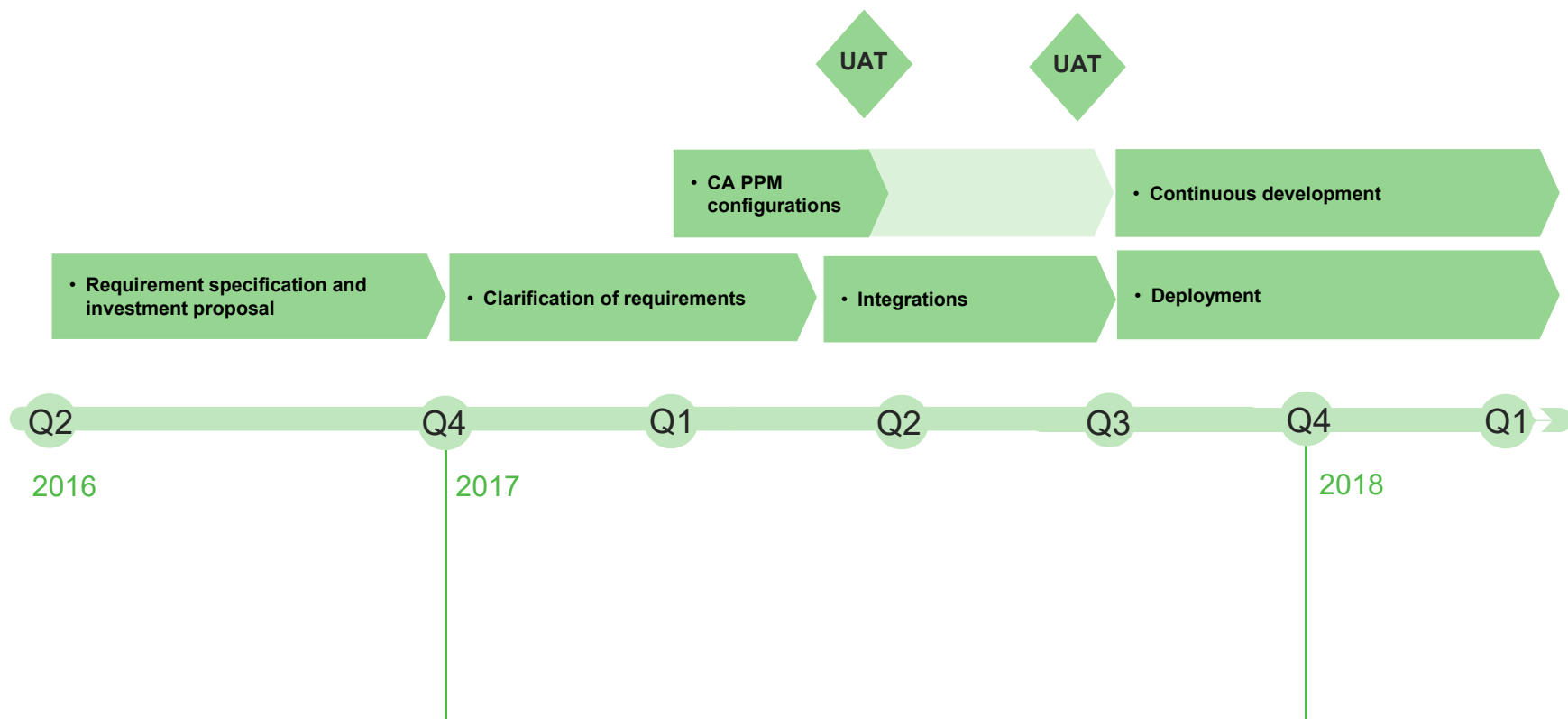
## Project portfolio management

+ Projects													
Name		Delivery Customer	Compass Scope (Products)	Risk Overall Status	Schedule Risk	Financial Risk	Recognition date (in point of time)	Manager	Schedule and secondary Warranty dates				
									Q3 2017	Q4 2017	Q1 2018	Q2 2018	
	Kiara's test	 APP					17.8.2017	Karvonen, Kari					
	Teemu testing PEM	 NASA					7.6.2017	Kakko, Teemu					
	SAMPLE project for study	 Delivery Customer Alstria					1.6.2017	Kakko, Teemu					
	Kiara's test 2	 Suppi					19.6.2017	Karvonen, Kari					
	Maja's test project	 Stockholm Energi						Nieminen, Maja					
	Teemu Kakko Sub-project							Kakko, Teemu					
	Teemu Kakko Main-project	 Fun calls					1.6.2017	Kakko, Teemu					

## Project status monitoring and reporting

Project Progress									
Project Name	Customer	Manager	Status	Start Date	End Date	Progress (%)	Next Milestone	Next Milestone Date	Next Milestone Status
Project Name	Customer	Manager	Status	Start Date	End Date	Progress (%)	Next Milestone	Next Milestone Date	Next Milestone Status
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# Timeline of the project





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# Managing change

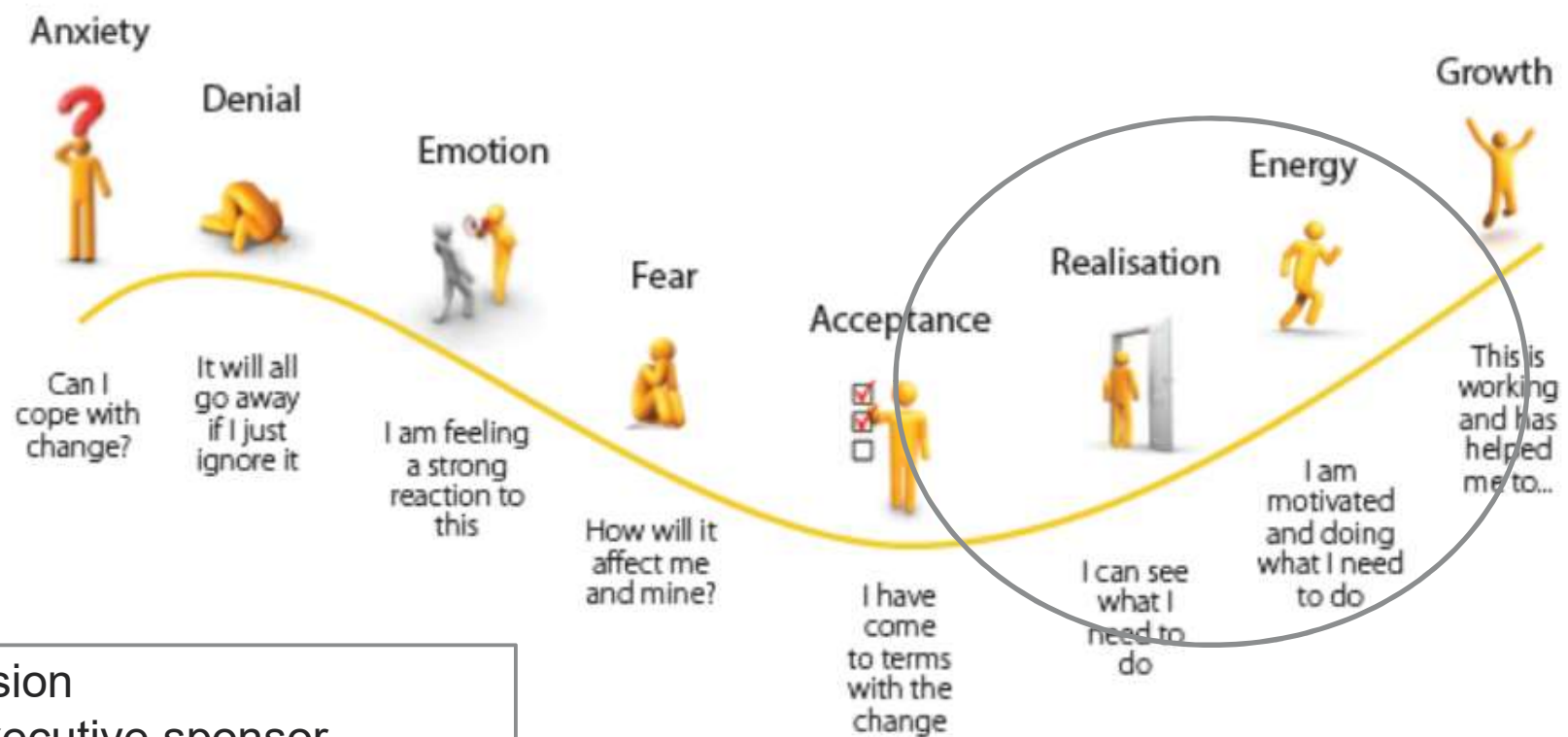
# Communication and engagement is the key

- Participation of target group representatives in requirement specification and testing phases
- Regular info sessions to users
- Support in deployment
- Immediate response and support to users



# Change curve

Individual curve for all changes – and all stakeholders



- Vision
- Executive sponsor
- Involvement / Engagement
- Communication
- Coaching / Motivating

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# Thank you!

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