

# The tradition and the innovation.



The Navigator Company group is today one of the world's leading players in the pulp and paper industry.

The Navigator Company group is of great importance in the national economy, and was honored in June 2013 as the "Best Company in Europe" by the European Business Awards in the category "Business of the Year".

The Group's production capacity and exports make it a driving force for Portugal's economy, accounting for approximately 3% of all goods exported by the country, with turnover representing close to 1% of GDP.

The Navigator Company group is also a leading operator in the biomass energy sector, more than 50% of all power generated in Portugal from biomass and, the Group generates 5% of all electricity in Portugal.

## Country

Portugal

[www.thenavigatorcompany.com](http://www.thenavigatorcompany.com)

## Introduction

Despite being the Portuguese's leading player in the pulp and paper industry and having a reputation for innovation, The Navigator Company needed to gain control of its group-wide projects. Implementing Governance.Business has allowed the business to gain visibility and transparency, helping to improve the allocation of resources and ensuring new services get to market faster.

## Challenge

*Standardize and automate all activities and processes for an integrated and global management of the IT needs of various directions and the departments of The Navigator Company .*

The main pursuit goal is the improvement of effectiveness and efficiency of its operations and strategy for the various divisions defined as shared services. In particular the Legal Department, Planning and Control Management Department, Purchasing Department, Accounting and Taxation Department, Audit and Risk Analysis Department, Financial Department, Human Resources and Organizational Department, Project Department, Information Systems Department.

The second pursuit goal is the implementation of one solution that requires a minimal configuration and training for users.

## Solution

Deployment and configuration of the Governance.Business tool in three steps to better control of risk and aloud a controlled change managing in the organization.

- ✓ **Step 1**  
Support the introduction and establishment of a PPM solution (Governance.Business), According to the principles of governance and project management processes defined in the various Departments. Support the project management process (including the activities of financial and resources management within this scope). Integrated analysis of projects to obtain an initial program vision.
- ✓ **Step 2**  
Sedimentation and enlargement of the PPM solution (Governance.Business), in the Departments, including the overall management of resources (with pool of employees and skills, according to the organization chart defined) and financial management, transversal perspective to projects in order to identify the allocation of cost per area (includes integration with financial systems).
- ✓ **Step 3**  
Integrated visualization capabilities of the activities of the Organization in a way extended and requests information integration with the systems responsible for the management of services. Hierarchy of projects and programs, with the allocation of budgets, and scaling issues.

## Project

### Duration

- Step 1 – 3 months;
- Step 2 – 4 months;
- Step 3 – 3 months;
- Step – 10 months;

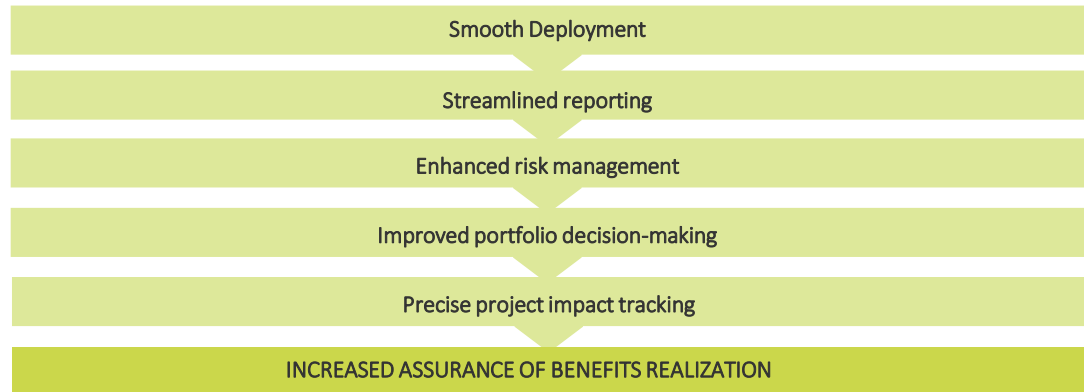
### Integration

- SAP (RH, FI)
- AD (Active Directory)
- MS Project

### SCOPE

- 5 Time Management
- 1 Project Portfolio Management
- 4 Resource Management
- 2.5 Request Management
- 3 Demand Management
- 6 Reporting and Dashboards
- 2 Project Management

## Deployment Highlights



## Results



### Process

Implementation of a single methodology of project management for the entire organization.



### IT

Has increased the level of maturity of IT with regard to the IT Governance.



### Demand-side Management

Greater visibility of requests/initiatives, improved communication, and prioritization of projects.



### Human Resources

Improvement of the management of Human resources, using them in more strategic initiatives for the company.



### Financial

Financial control of all initiatives and projects to be implemented and planned.