

CHANGEPOINT BRINGS MATURITY AND NEWFOUND RESPECT TO STENA METALL'S INFORMATION SYSTEMS DIVISION

CUSTOMER



INDUSTRY

Environmental Services

CHALLENGE

Maturing IT governance

SOLUTION

Changepoint for Project Portfolio Management

RESULTS

- Streamlined and automated process for project management and request management
- Defined and measured performance against KPIs and communicated value to the business
- Improved visibility into resource allocation and project costs to improve future project planning and forecasting
- Increased oversight of projects and resources
- Drew attention to strategic value of IT department

BUSINESS CHALLENGE

Headquartered in Gothenburg, Sweden, Stena Metall Group is the leading recycling company in the Nordic region. The company recycles ferrous and nonferrous scrap, paper, plastics, electronics, hazardous waste and other production waste.

Coordination of operations by 3,500 employees in more than 250 locations, 12 countries and nine distinct business areas is a considerable challenge, particularly for the IT organization, which must serve the needs of the business 24/7.

While the IT organization had always kept close control over its budgeting process, it lacked tools and standardized processes (outside of its customer support area) that would allow it to more accurately and precisely define key performance indicators (KPIs) and measure performance against its key goals.

THE SOLUTION

To enable Stena Metall's IT organization to mature its business processes and performance measurement capacity and better manage its projects and resources, the company invested in Changepoint for Project Portfolio Management.

"Obviously, we always kept track of our budget, but in terms of performance measurement and being able to specify goals and target in terms of different KPIs, we weren't really able to do that," says Patrik Mattson, head of Stena Metall's Information Systems Department. "We simply did not have tools or standard ways of measuring our performance or the resources we spent."

Initially Mattson's group introduced Changepoint as an internal tool to aid IT in managing end-user requests, assignments and projects. This made it possible to manage a project, including assignment and control of associated tasks and resources, and to track proper project costs. Project managers can view projects in terms of end date, associated budget and costs to date to invoice accordingly. As a next step, Mattson's vision is to further expand visibility within Changepoint so project managers can drill down and view granular project detail.

Today there are approximately 70 active users of the system, in addition to more infrequent Stena business users — ranging from IT technicians, to senior IT management, to internal customers — who rely on Changepoint for reporting and request submission.

To meet Stena Metall's longer-term goals, Mattson has developed a roadmap. "We consciously began with a very limited, but clearly defined, scope for Changepoint to ensure early success and build support," he says. "But I'm fully aware we are just scratching the surface of the product's capabilities. It's very flexible and adaptable to implement any type of delivery process that you would like, so we have a long way to go in terms of further extracting value."

Changepoint's powerful performance measurement capabilities offer Stena's IT organization another opportunity to drive increased value on behalf of the business. Mattson explains, "We now have a year's worth of project and request data in the system. There's a lot of useful data in Changepoint we can analyze in order to understand where we are doing well, and where we can improve. For instance, within the application we can categorize different requests and assignments in terms of innovation, new development and operations to help us understand how our investments are proportioned and to determine if we're aligned with company goals. We can then associate KPIs such as innovation versus operational cost, which is, of course, very important for our executives, who want to know if they are seeing return on their investments."

RESULTS

With Changepoint, Stena Metall has made a huge leap forward in terms of information management, and now has one centralized information source where IT tracks and manages assignments and services provided to the whole of the business.

With the move from a manual to an automated process, team members are finding they spend less time doing administrative tasks such as invoicing, and are able to move that time to value-added projects for the business. "On a monthly basis we just have to press a button in Changepoint and we have all our invoices created. Coming from where we were, dependent on Excel and manual labor, it's a huge leap forward and it saved us a lot of time," says Mattson.

An unforeseen benefit of Changepoint has been the solution's impact on the "brand" of the IT group. Coworkers in various business units have newfound respect for their IT colleagues, their skill levels and the services they provide.

"Our professional business colleagues now view the work IT does differently than they did before," says Mattson. "Prior to Changepoint, we were 'just' IT technicians who rode in and saved the day to solve their technical issues. But now that we are working within a standardized process, it's much more clear to everyone in Stena that our key goal is to provide good IT services for our business. We don't just focus on the individual problems at hand, but rather are working to raise the bar in terms of being a professional service provider. It was something I'd hoped for, but really did not expect to naturally emerge from our Changepoint system implementation."

Mattson couldn't be happier with his decision to invest in Changepoint. "As an organization we always believed we were well-managed, but we lacked the tools to truly measure ourselves in terms of efficiency, and to communicate our value back to the broader Stena Metall Group. So for us, Changepoint was a very big step upward. It brought fundamental change and benefits to our business.

"Now we are able to measure ourselves and communicate with our internal customers and senior management in a much more structured manner. Today we can pull up actual project management data, show reasons for project overruns and reveal actual project costs and associated resource investments. We've also implemented early warning systems to alert us to projects at risk. So I'd say our expectations with respect to Changepoint have certainly been met, and we know there's more benefit just around the corner."

Mattson equally praised Changepoint's services, support and client management teams.

"We've had a consistently good experience. We came out of the project with a very well-functioning system. We pushed the 'on' button and the system hasn't been down since. The attention we have received from our client manager has also been stellar. We know of some of the other customers using Changepoint, and we realize we're not the biggest Changepoint customer. That initially caused us concern; we were worried we might not get the attention we wanted by being such a small customer in a family of quite large customers. But I have to say that I've been proven wrong. Changepoint's level of attention has exceeded my expectations."

ABOUT CHANGEPOINT

Changepoint manages critical customer business processes allowing technology services and IT teams to deliver more customer value, make smarter business decisions, and achieve new efficiencies, while operating with strong financial acumen. Recognized year over year as a market leader, Changepoint's professional services automation and project portfolio management software is relied upon by leading technology companies, and service focused IT organizations worldwide. Changepoint is headquartered in Toronto, Canada.

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