

Borealis Makes Smarter Project Investments with CA Project & Portfolio Management



CLIENT PROFILE

Industry: Petrochemicals

Company: Borealis

Sales revenue: EUR 7.7 billion (2015)

Employees: 6,500

BUSINESS

Borealis is a leading provider of innovative solutions in the fields of polyolefins, base chemicals and fertilizers.

Headquartered in Vienna, Austria, Borealis operates in 120 countries.

CHALLENGE

To deliver continuous innovation to its customers, cope with growth and deliver efficiency improvements, Borealis' projects need to be carefully managed and monitored.

SOLUTION

Borealis uses CA Project & Portfolio Management as a single platform for managing and prioritising its innovation, IT and business projects. The solution increases visibility of project objectives and deliverables.

BENEFIT

Borealis can ensure all projects stay aligned with its business objectives, optimise resource utilisation and achieve high success rates. As a result, the company can continue to bring innovation to its customers.

Business

Innovative solutions in polyolefins, base chemicals and fertilizers

Borealis is a leading provider of innovative solutions in the fields of polyolefins, base chemicals and fertilizers. The company works closely with its customers and industry partners to provide innovative and value-creating plastics solutions that make end products safer, lighter, more affordable and adaptable for industries such as energy, automotive, consumer products and pipe.

Borealis also offers a wide range of base chemicals for use in numerous and diverse industries. It also creates value for the agricultural industry with a large portfolio of fertilizers and technical nitrogen products.

The company is headquartered in Vienna, Austria, and operates in over 120 countries. With around 6,500 employees worldwide, the company generated sales revenue of EUR 7.7 billion and a net profit of MEUR 988 in 2015. Borealis provides services and products to customers globally in collaboration with Borouge, a joint venture with the Abu Dhabi National Oil Company (ADNOC).

Challenge

Driving innovation and continuous improvement via one platform

Borealis drives innovation and continuous improvement through its portfolio of innovation, IT and business projects and programmes. The company needs to manage growth in a systematic way balanced with continuous efficiency improvements to stay competitive.

Like many companies, Borealis manages its daily business via a line organisation. Continuous improvement and change, however, are increasingly managed via structured projects, which are often bundled into programmes linking projects from different areas, including innovation, IT and business.

Project prioritisation is facilitated by portfolio management at the group and business group levels, and regularly aligned with the company's strategy as well as new business opportunities and risk assessments.

“We need full transparency of where we stand on delivering both short- and long-term business objectives.”

Markus Horcher

Director Group Quality & Project Management Office, Borealis

With locations worldwide, it is crucial for Borealis to ensure everyone is on the same page and has access to current and accurate information. Markus Horcher, Director Group Quality & Project Management Office at Borealis, comments, “We need good visibility both at the portfolio and project levels so that the senior management team can make portfolio decisions based on accurate information. We need full transparency of where we stand on delivering both short- and long-term business objectives.”

Borealis also needs to be able to manage its projects and programmes effectively by considering resource demands, budget requirements and related risks. Resource availability, often the bottleneck of projects, needs to be managed centrally and channelled via formal processes and systems.

“An effective state-of-the-art portfolio and project management solution is a key enabler for project management excellence,” adds Markus Horcher.

Borealis needed to find a solution that would enable it to manage all innovation, IT and business projects via a single platform in order to track dependencies and eliminate other decentralised project management tracking tools.

Solution

A single project and portfolio management platform for prioritising and managing projects

“Capture was very proactive and quick to understand our business needs on the user side.”

Barbara Schmid

Programme & Project Management Expert, Borealis

Borealis decided to implement CA Project & Portfolio Management to meet this need. “With CA Project & Portfolio Management, we have one platform for project management and share a common language, thereby making it easier to work collaboratively across different locations and cultures,” explains Andreas Haslinger, Senior Project Manager, Head of PMO at Borealis.

To fully utilise the newest features and functionalities, Borealis upgraded to the latest version of CA Project & Portfolio Management in September 2015. The company teamed with Capture, a CA Technologies partner based in Hungary, to manage the upgrade and ensure that the implementation ran as smoothly as possible for the end users. “Capture was very proactive and quick to understand our business needs on the user side. They were able to then translate them into the most feasible technical solution,” adds Barbara Schmid, Programme & Project Management Expert at Borealis.

Capture went beyond offering simple technical specifications and made a real effort to understand its customer’s needs, with proactive solution consulting and by sharing best practices. This enabled close collaboration between Capture and Borealis throughout the project lifecycle. The upgrade project was executed on time and within budget, but most importantly, resulted in a smooth migration for all Borealis users.

“By leveraging Capture’s best practices and experience, we were able to ensure the upgrade met or even exceeded user requirements,” says Barbara Schmid. The positive results of an end user satisfaction survey highlighted the success of the upgrade and the improvement delivered.

All innovation, IT and business projects are now managed in CA Project & Portfolio Management, thereby helping Borealis to ensure that these projects remain on track throughout their lifecycle. As Markus Horcher explains, “The senior management team now has a single source of information for every project in the portfolio which means we can quickly identify bottlenecks and assign resources more effectively.” At the highest hierarchical level are group strategic projects, which translate the company’s strategy into tangible benefits and goals and require integrated management. This approach enables unified management of the different project types under the umbrella of strategic projects and programmes.

Benefit

Aligned projects, optimised resources

Borealis’ Corporate Project Management Office (PMO) has developed a project management education programme to increase project management know-how within the company and provides ad hoc coaching to support project managers during project set-up and execution as well as to maximise leverage of the CA Technologies solution.

“Thanks to our training programme and CA Project & Portfolio Management, project managers and their teams have a better overview of the projects they are working on, their roles and responsibilities and how business objectives will be achieved,” adds Andreas Haslinger.

“Using CA PPM helps us focus on the projects and outcomes that really matter.”

Andreas Haslinger

Senior Project Manager,
Head of PMO, Borealis

With CA Project & Portfolio Management, Borealis has been able to standardise processes for project management across its entire business. As a result of the upgrade to the newest version of the CA Technologies solution, Borealis is able to:

- Provide a portfolio decision platform for senior management
- Increase user satisfaction via a simplified user interface and inline editing
- Utilise advanced reporting possibilities
- Optimise resource planning
- Increase efficiency from accessibility and real-time project data synchronised across business groups and locations
- Accelerate project execution with more active project lifecycle management.

“Using CA PPM helps us focus on the projects and outcomes that really matter,” affirms Andreas Haslinger. “This will help us continue to develop innovative projects for our customers and stay at the forefront of our industry.”



capture

Capture has been offering software solutions and providing application services in the financial, energy and ICT industries since 2009. The company has 50 experts including a dedicated Team focusing on CA PPM solution implementation, consultancy and support services. As one of the fastest growing technology companies, Capture received the Deloitte's Technology Fast500 EMEA award in 2012-2014 and listed in the top 10 for CEE. In strong partnership with CA Technologies, Capture was selected the “CA Innovation Partner of the Year 2015” for the DACH-Region. Capture operates across three sites in Austria and Hungary with Customers and Partners from Austria, Switzerland, UK and CEE.

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