

Customer Case: Valmet



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Transparency helps target-driven management of R&D projects

Valmet is the leading global developer and supplier of technologies, automation and services for the pulp, paper and energy industries. Valmet has four business lines: Services, Pulp and Energy, Paper and Automation.

The company harmonised the management of its product development portfolio in 2020, when Automation also began to use the Keto platform. Now all of Valmet's product development portfolios are accessible in the same environment, improving transparency at Group level and ensuring consistent reporting.

Valmet Automation values Keto's ease of use

Jukka Ylijoki, Vice President, R&D at Valmet Automation, is highly satisfied with Keto's project portfolio management tool.

“The platform was already familiar to us, as Valmet has some joint R&D projects crossing the boundaries of different business areas. In these projects, it is **paramount that all project-related documentation can be found in the same tool.**”

However, most of the projects are owned by the business areas. Valmet Automation's R&D projects are mainly related to software, electronics, measurement technology and system development.

“We had a few additional needs concerning the deployment of Keto, because in software development, for example, there is an inherent need to **divide different stages of the innovation process into smaller parts.** Keto's experts set out quite innovatively and pragmatically to address these challenges, and built the additional milestones we needed into the process. **The end result was simultaneously in line with the group's requirements** and significantly better than the environment we used earlier,” Mr Ylijoki says.

Ease of use and versatility

Mr Ylijoki says that the benefits brought by Keto can be attributed to two overlapping factors. Keto's ease of use and versatility are especially praiseworthy.

“The interface is really intuitive, and the visuals were also greatly improved. Likewise, the response time is fast: using the interface is effortless in every way.”

According to Mr Ylijoki, **user-friendliness is of great importance to ensuring the reliability of information.** Keto makes the life of project managers easier, which is reflected throughout the organisation.

“I as well as others in charge of larger entities carry out our work in a manner based on the data in the system. Now that updating the data is easy for project managers, we can be more confident that the information in the system is up to date. We have more, better and more reliable data to support decision-making.”

Another significant benefit brought by Keto is the ability to view the project portfolio however one wishes. According to Mr Ylijoki, **customising individual portfolio views is extremely easy.**

“I can look at the whole portfolio as well as various product families and their individual projects using a variety of filters. For example, I can look at early-stage research projects or development projects related to a specific target segment. I can create project lists of my choice, share them with colleagues, and save them for later. Using filters, I can also see possible gaps – also whether someone has not updated all the information about their project.”

“This ability to perform custom searches is the best thing I’ve seen in different project portfolio management tools,” Mr Ylijoki says.

Unified reporting increases efficiency

Searches can also be completed at Group level. This ensures that there is no overlapping work done by different units, with the best practices easily made available throughout the company.

“The entire group now has a unified process and reporting method for all R&D projects. Operations are even more efficient and effective.”

One advantage is the **flexible customisation** of the system. Any necessary changes or additions to the platform have been quickly made by Keto.

Keto has also trained Valmet's technical administrators as Keto Platform developers, who can independently customise the platform's parameters.

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Outlook for future sales volumes

Valmet Automation has a wide range of R&D projects. The product range is large, and the life cycle of many products is long – 15–20 years.

Some of the projects involve the maintenance of these long-term products, some are research-oriented projects with more freedom. The largest volume comes from projects whose task is to improve existing products or develop replacement products for old ones. Valmet Automation is also developing new content for existing customers and innovations in areas where it does not yet operate.

Keto's user-friendliness is evident in how all these very different projects are managed within a single system. Valmet Automation has a high number R&D projects underway, and more than 150 user accounts have been opened in Keto.

“All of our projects are in Keto: they fit there perfectly. This way, we obtain an accurate overview of the performance of all our product development activities.”



Keto contains the key figures of each R&D project.

It is used for project reporting and approving projects and their budgets, as well as **monitoring key KPIs**. Project costs will be imported into Keto directly from the ERP system that has been integrated into it.

All key figures can be quickly visualised in the Dashboard view. Keto is also integrated with Valmet's Power BI system.

“Keto helps us measure the return on investment. We can see at a glance the ROI of each project. We can look at the structure of our project portfolio and the payback periods for various projects. Most importantly, we can also see beyond the immediate horizon: we can assess what kind of sales volume the project portfolio represents if things go as estimated. Thanks to the ease of using Keto, the data is up-to-date, providing a reliable basis for future evaluation.”



Real-time data enables better decisions

Real-time data creates a basis for better decisions. In addition to ongoing projects, Valmet Automation is also transferring **new, emerging project candidates to Keto.**

“This allows us to better look at alternatives and **select the most promising ideas for investment and project deployment.** At the same time, all ideas are saved. Of course, we’ve always done this, but in the past we’ve lacked a tool of this quality for the purpose.”

“Tracking portfolio views is very easy. In practice, we can see at a glance the status of each project and whether their budgets match. **Transparency is even greater, which is reflected positively in business development.**”

Valmet Automation directly switched to the new Keto 5 version. Cooperation with Keto experts has been straightforward both during and after implementation. Valmet's IT department has coordinated joint meetings where a Keto representative has been present to listen to requests and suggestions for further development. **The necessary customisations have been carried out quickly and flexibly.**

Importance of information security

Mr Ylijoki also sees **Keto's ISO 27001 certification** for information security management systems as an advantage: it conveys the message that critical information security issues are handled in the best possible way.



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About Valmet

Valmet is the leading global developer and supplier of technologies, automation and services for the pulp, paper and energy industries. Valmet's services cover everything from maintenance outsourcing to mill and plant improvements and spare parts. The strong technology offering includes pulp mills, tissue, board and paper production lines, as well as power plants for bio-energy production.

Valmet's advanced automation solutions range from single measurements to mill wide turnkey automation projects. They are designed to maximize the profitability and sustainability of customers' businesses by improving production performance, raw material and energy efficiency, and cost-effectiveness.



The company has over 200 years of industrial history. Valmet's net sales in 2020 were approximately EUR 3.7 billion.

The Automation business line supplies and develops automation and information management systems, applications and services. The main products are Distributed Control Systems (DCS), Quality Control Systems (QCS), and analyzers and measurements.

The Automation business line's customers are mainly companies in pulp, energy, paper and process industries, as well as the marine and gas industries.

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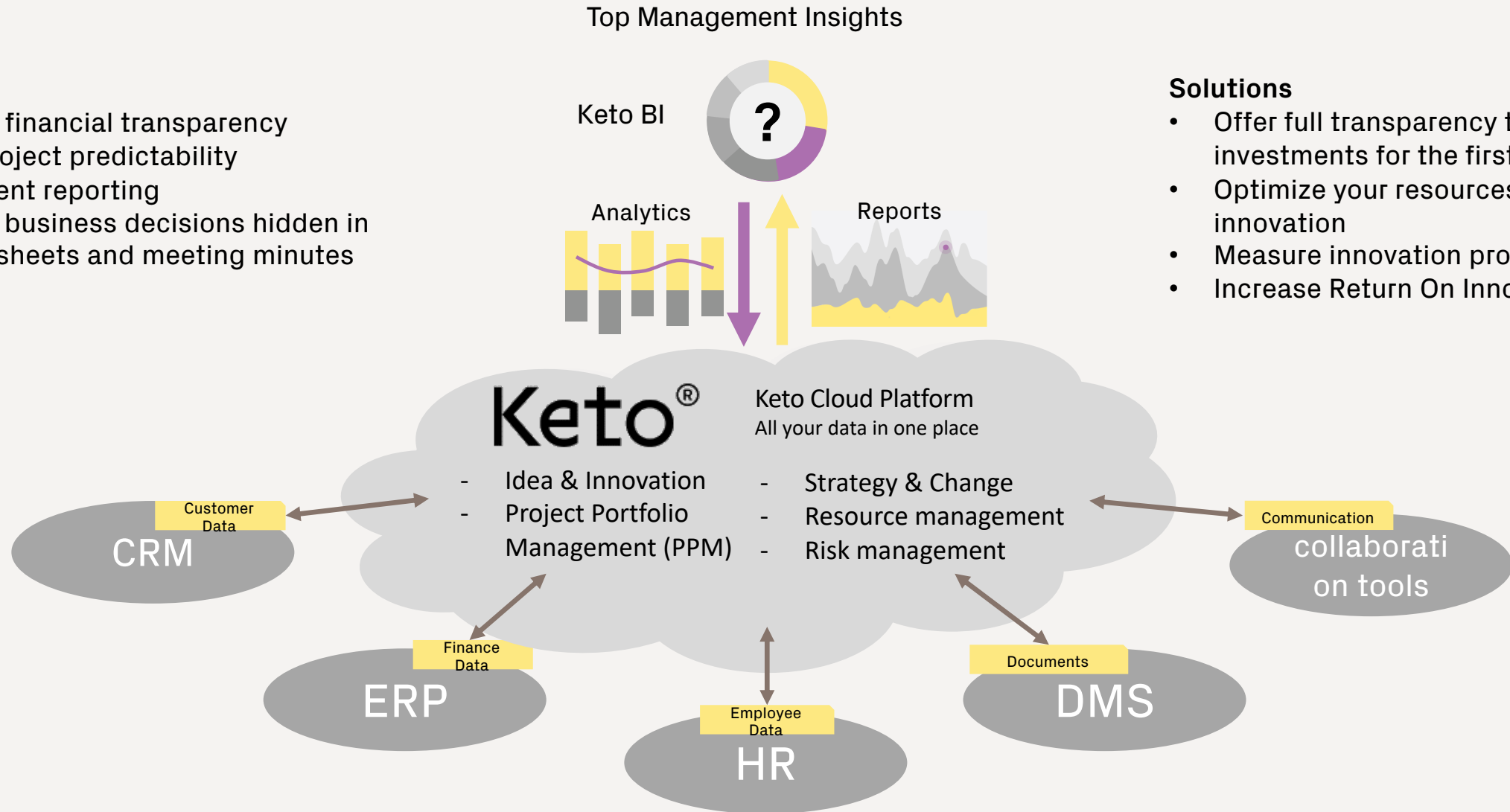
Full Transparency to Innovation and Development

Challenges

- Lack of financial transparency
- Poor project predictability
- Inefficient reporting
- Critical business decisions hidden in spreadsheets and meeting minutes

Solutions

- Offer full transparency to innovation investments for the first time!
- Optimize your resources on innovation
- Measure innovation profitability
- Increase Return On Innovation



Trusted by Leading Innovators

Industry



Kone
kone.com



Danfoss
danfoss.com



UPM
upm.com



Wipak
wipak.com



Walki
walki.com



Andritz
andritz.com



Valmet
valmet.com



Nokian Renkaat
nokianrenkaat.fi



Tata Steel
tata.com

Services & consumer products



Willis Towers Watson



Fortum
fortum.com



Sellafield
sellafieldsites.com



British Business Bank



Chartered Insurance Institute
cii.co.uk



OP Bank
op.fi



Boots
boots.com



Tikkurila
tikkurila.fi



Brunel Healthcare
ivcbrunel.co.uk

Public sector



BBC
bbc.co.uk



KTN
ktn-uk.co.uk



London Borough of Richmond



Population Register Centre, vrk.fi



City of Helsinki
helsinki.fi



City of Hämeenlinna
hameenlinna.fi



Istekki
istekki.fi



Senate Properties
senaatti.fi



Aalto University
aalto.fi