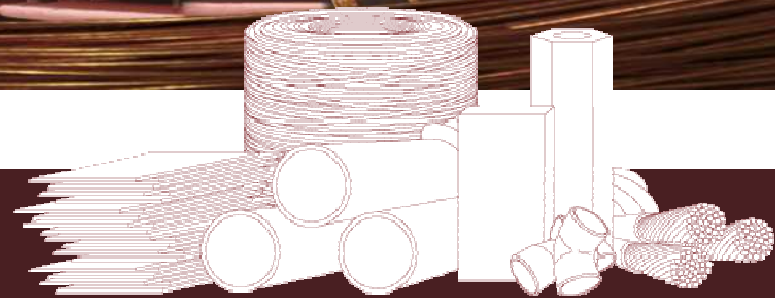


 **CARAÍBA**

 **CIBRAFÉRTIL**

 **ELUMA**  
A marca do cobre

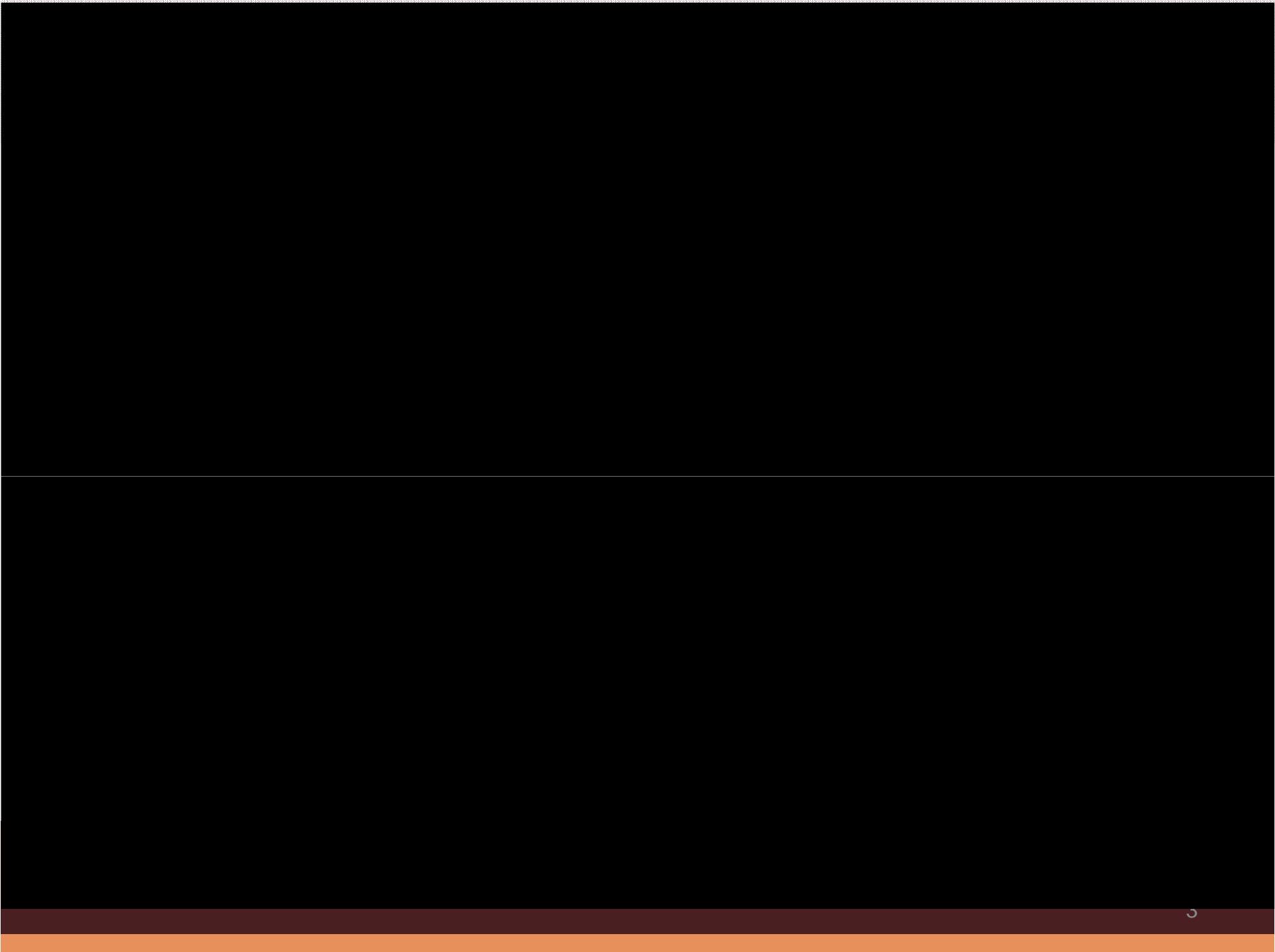
 **PARANAPANEMA**



# AGENDA

- Paranapanema Company
- Paranapanema IT
- The Problem
- Project Planning & execution
- Lessons learned
- Benefits
- Next Steps





# PARANAPANEMA – COPPER & REFINERY SMETER IN BRAZIL

- Only integrated copper producer in Brazil
- Market Leader
  - 36% of domestic market share in volume sales
- Second largest Brazilian semi-manufactured copper maker (sheets, bars, tubes, fittings and copper alloys)
  - 34% of domestic market volume in sales
- Gross Revenue of \$4.0B
- Operations include producing single superphosphate and fertilizers
- 44% of total gross revenue from exports
- 5 plants in Brazil, headcount of 3k+ as of December 31,2010
- Owner of the brands: Caraíba Metals, Eluma and Cibrafertil

## PARANAPANEMA – SUBSIDIARIES

- **Caraíba** is the major integrated producer and market leader for refined copper in Brazil in the form of copper cathode, copper rod and copper wire, accounting for about 36% of the domestic volume sales of electrolytic copper in 2010. Caraíba's volume output was around 230,000 tons of electrolytic copper in 2010 on the strength of improving operations and expanding capacity.
- **Eluma** is Brazil's second largest producer of copper and copper alloy semi-manufactured items, such as laminates, bars, tubes and fittings, with a 34% market share of volume sales of copper semis in 2010. Eluma produced around 70,000 tons of semi-manufactured copper in 2010.
- **Cibrafertil** makes single superphosphate and NPK complex fertilizers for agricultural purposes. Its raw materials are the sulfuric acid, a byproduct from the copper processing at Caraíba Metals, and imported phosphate rock.

# PARANAPANEMA - History

1961

- Founded to act in heavy civil construction industry

1965

- Entered in the mining industry

1978

- Business focus in metal processing

1994

- Cibrafértil was founded

1995

- Control acquired by PREVI

1996

- Non-ferrous metals became the core business
- End of construction business

2010

- 550 M Investments till 2013

# Strategies and Strengths

- **Market leadership and recognition of our brands and products**
- **Solid customer base**
- **Low-cost copper production and efficient logistics**
- **Focus on operational efficiency**
- **Consolidation of our leading position**
- **Expansion of our production capacity – 1/3 increase capacity by 2013**
- **Corporate governance based on International “Best Practices”, with an experienced management team with proven record of performance**

# PARANAPANEMA - Locations



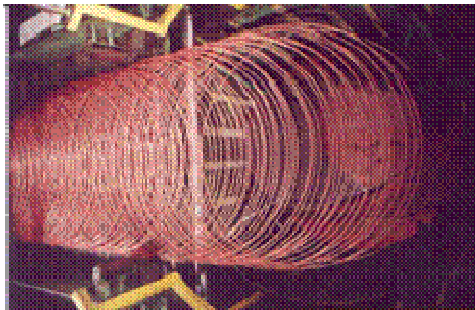


# Paranapanema

- **Caraíba Metais, Dias D'Avila/BA**



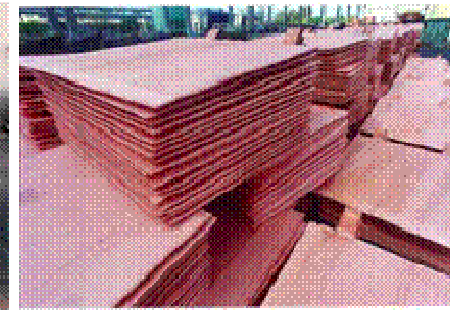
Produtos



**Vergalhão de cobre**



**Eletrólise**



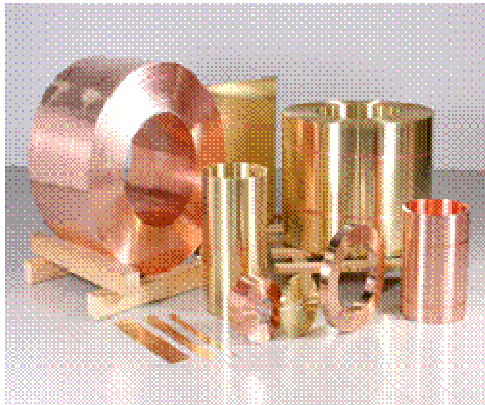
**Catodos**

# Paranapanema

- Eluma, Santo André/SP - Vitória/ES



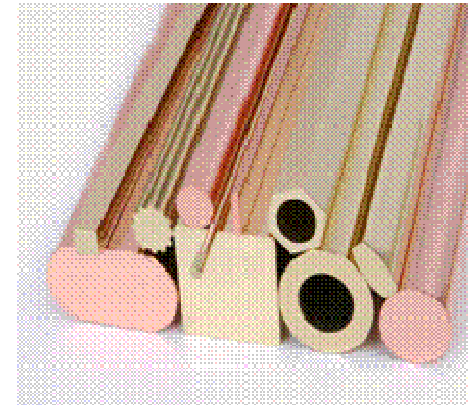
Produtos



Laminados



Arames



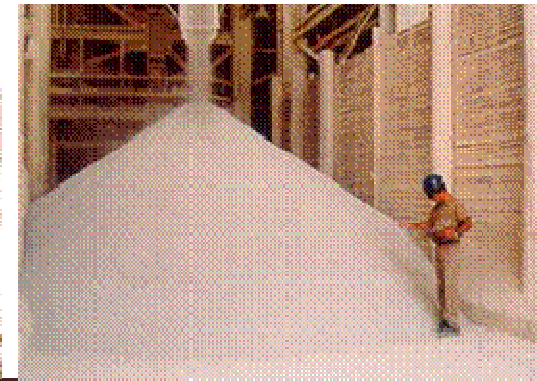
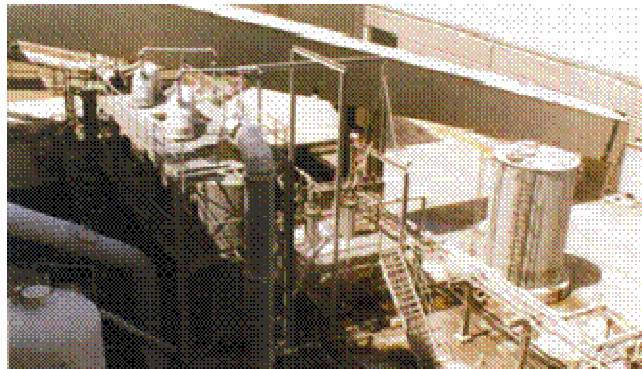
Barras

# Cibrafertil

- Cibrafertil, Camaçari/BA



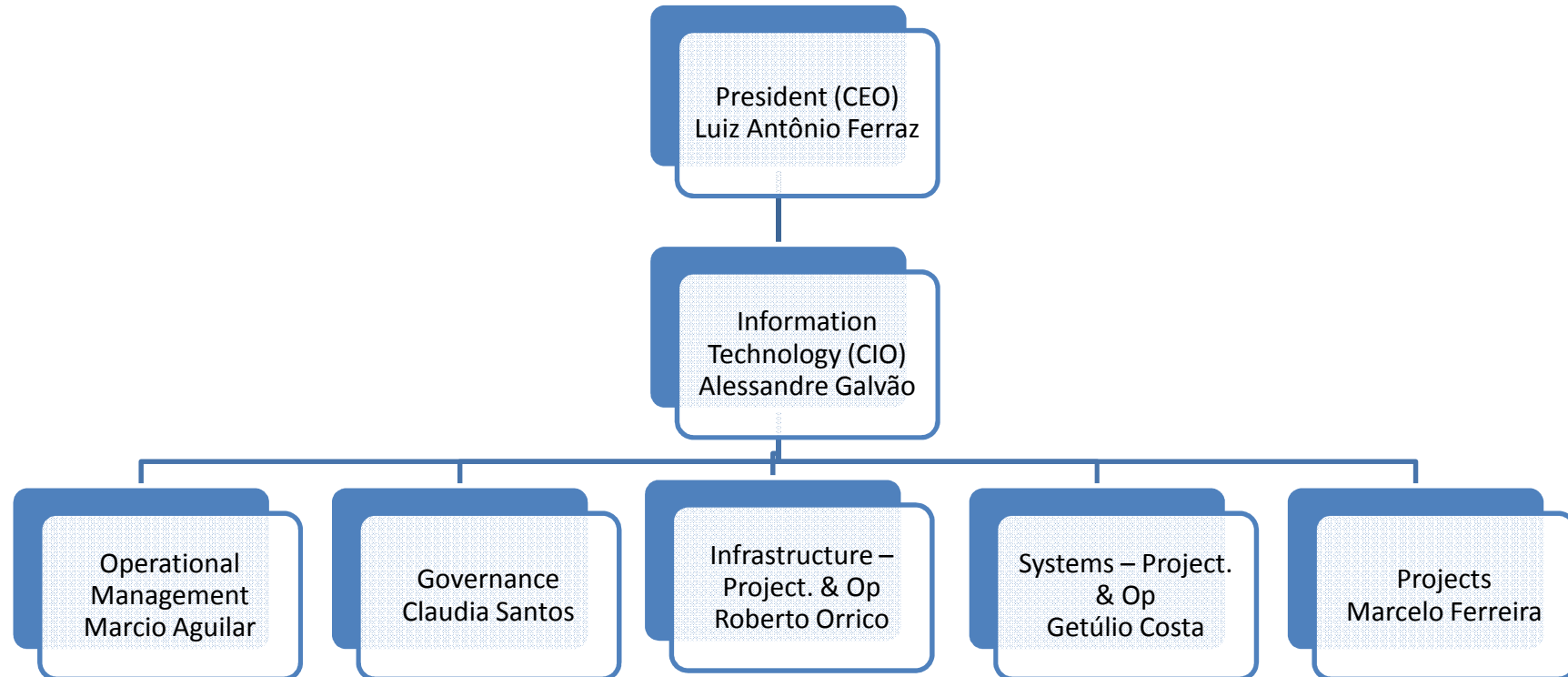
## Processo Produtivo



# PARANAPANEMA – in some numbers

- Corporation
  - 3.6 Billions of Brazilian Reais Sales ( 2.1B US\$)
  - 5 manufacturing sites in Brazil
  - 40 % of exports.
  - 3000+ employees, plus 3k of outsourcing
  - Investments o 550 MI to increase capacity till 2013
- TI
  - 2000 PCs, 2500 IT users
  - 100 Servers + 100 Virtual Servers
  - 1200 Notes mailboxes
  - All sites connected by a balanced, redundant, Riverbed optimized, fast MPLS WAN

# IT STRUCTURE



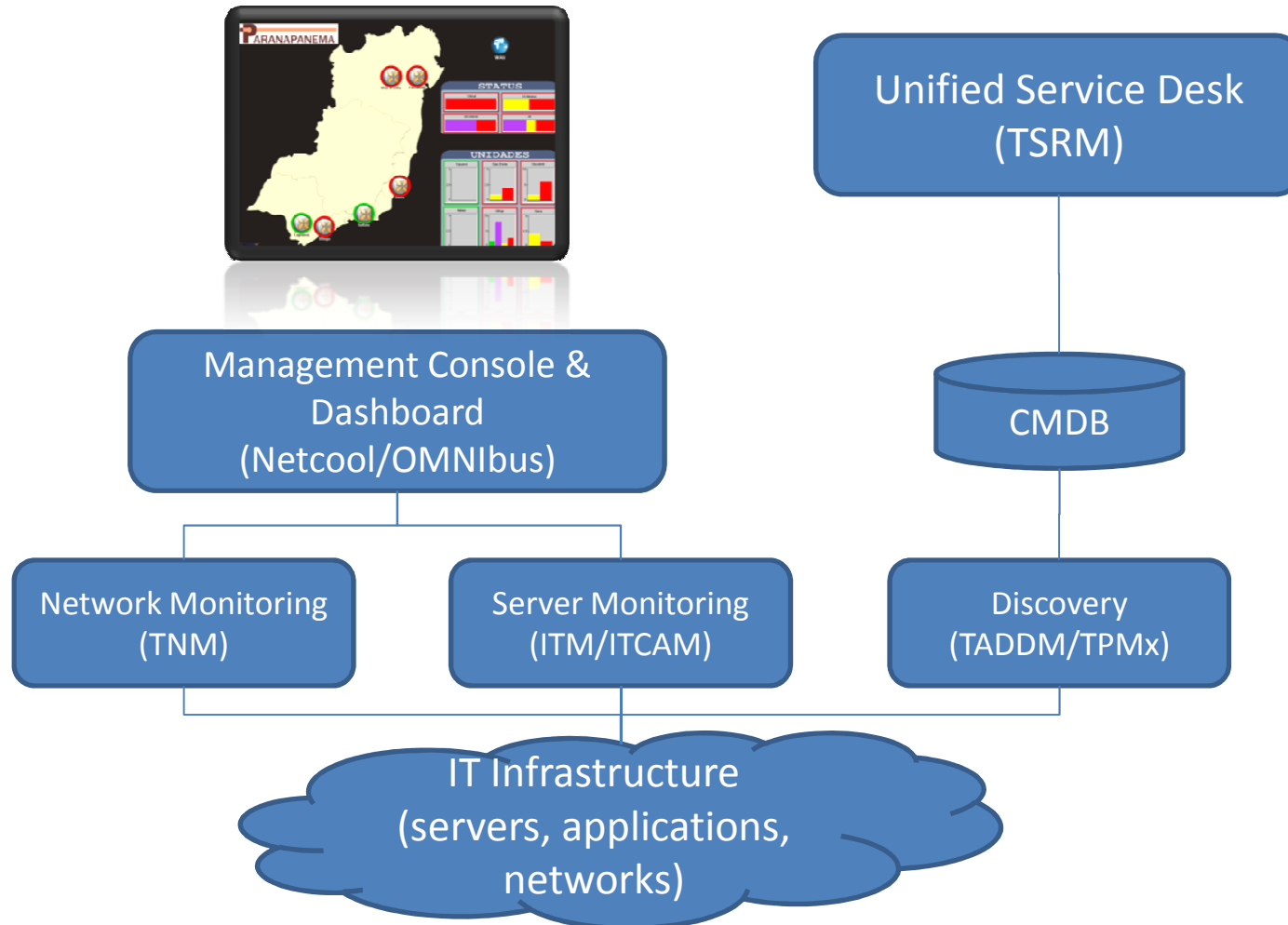
# THE PROJECT

- Big Downtime – Non Proactive Operation
- No follow-up on calls and other demands
- Big non-documented IT environment
- Low End-User satisfaction with IT
- Increasing IT dependency by SAP implementing Project for the whole company
- No data for capacity planning & project prioritization

# PROJECT PLANNING

- Review the IT processes
- Select a IT process management automation tool
  - Should be ITIL compliant
  - Must have proactive monitoring tools
- Project should use PMI best practices
- In 2006 we implement basic ITIL process – Incident management and Network and Server monitoring – IBM, GlobalStand and ICARO Partnership
- 2008 - We consolidate the Service Desk for all IT (SAP was out) - ICARO Partnership
- 2009 – Revision of the whole monitoring services - ICARO Partnership
  - TNM implementation (exchange of Netview)
  - Netcool/Omnibus implementation
  - Revision of all alarm configuration
- 2010 – New ITIL processes implementation - ICARO Partnership
  - Configuration management
  - Problem management
  - Change management

# High Level Architecture





# INDICATORS: SLA and CHANGES

## Taxa de Chamados Em Aberto no Service Desk

Última Execução: 2010-12-22 12:12:13

Atualizar



Status KPI	Efetivo	Destino	Varição
↑ Chamados em Geral - atendidos dentro do ANS (%)	94	0	94

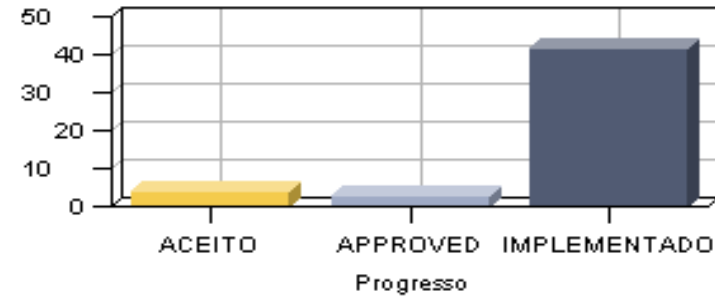
## Mudanças

Filtro

Tipo de Gráfico: **BARRA**

Visualizar Por: **Progresso**

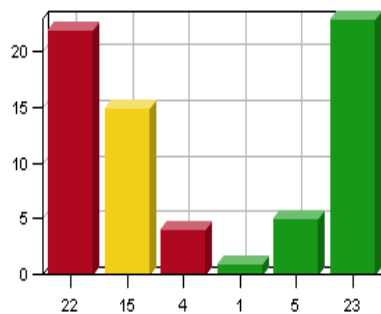
Mudanças ativas ou encerradas a menos de 15 dias (Por Progresso)



## KPI Gráfico

Última Execução: 2010-12-22 12:00:29

Atualizar



Status KPI	Efetivo	Destino	Varição
↓ QTD Chamados fora do SLA	22	0	22
QTD Chamados sem data prevista de atendimento	15	0	15
QTD Chamados cujo SLA vence em 4 Horas	4	0	4
↑ QTD Chamados cujo SLA vence em 8 Horas	1	0	1
QTD Chamados cujo SLA vence em 24 Horas	5	0	5
QTD Chamados SLA maior que 24 h.	23	0	23

## Mudanças

Mudança	Descrição	Status	Início Programado	Término Programado	Progresso	Proprietário
1768	Solução da SS 60521 - Aplicação de Support Packages no SAP Produção	CONCL			IMPLEMENTADO	ANA NUNES
1902	Transporte de Request	CONCL			IMPLEMENTADO	ALEXANDRE SABO
1912	Transporte de Request	CONCL			IMPLEMENTADO	ALEXANDRE SABO
1922	Transportar requests PROD	CONCL			IMPLEMENTADO	ALEXANDRE SABO
1923	Transporte de Request ERDK957613 e ERDK957615	CONCL			IMPLEMENTADO	ALEXANDRE SABO
1981	Migração do AD para 2008	EMAND			APPROVED	43933
1982	Liberação de Request	CONCL			IMPLEMENTADO	ALEXANDRE SABO
1992	[MM] Transportar request ERDK957730	CONCL			IMPLEMENTADO	35288
1993	Transportar a request ERDK957754 para produção	CONCL			IMPLEMENTADO	ALEXANDRE SABO
2014	Liberação de Request Folha	CONCL			IMPLEMENTADO	ALEXANDRE SABO

Definir Opções de Gráfico

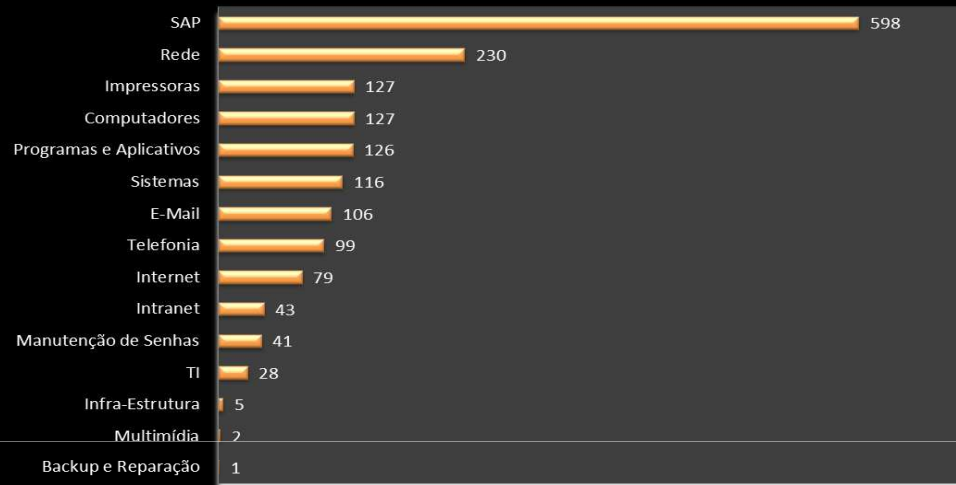
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## Novos RFCs

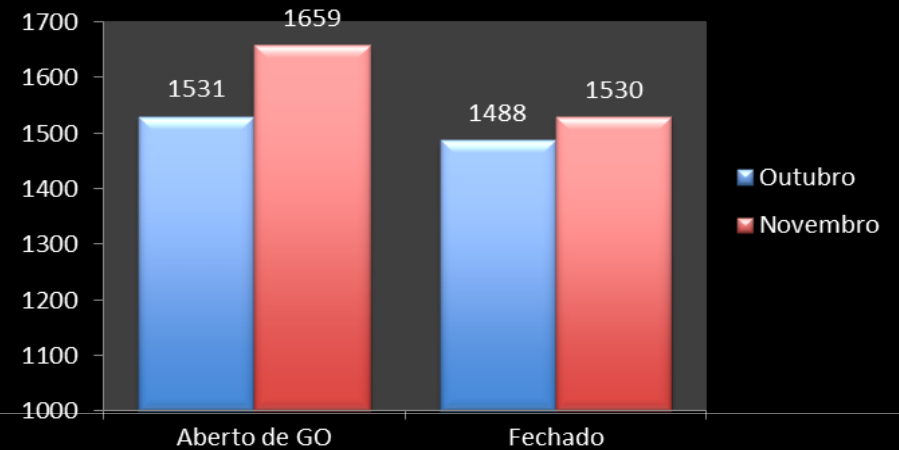
Relatado Em	Nº do Chamado	Descrição	Status	Conclusão Solicitada	Estado do Processo	Relatado Por
2010-12-22 09:30:49	64186	Liberar ERDK958346/ERDK958350	EM FILA		SUBMITTED	43605

# INCIDENT MANAGEMENT

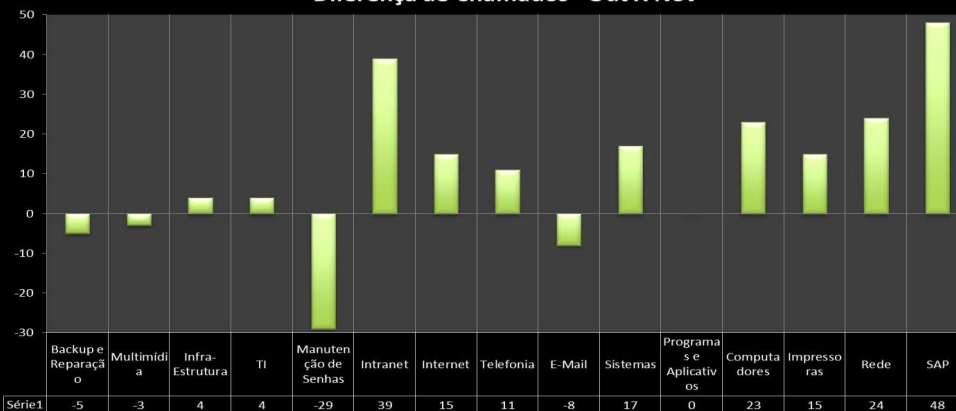
### Categoria



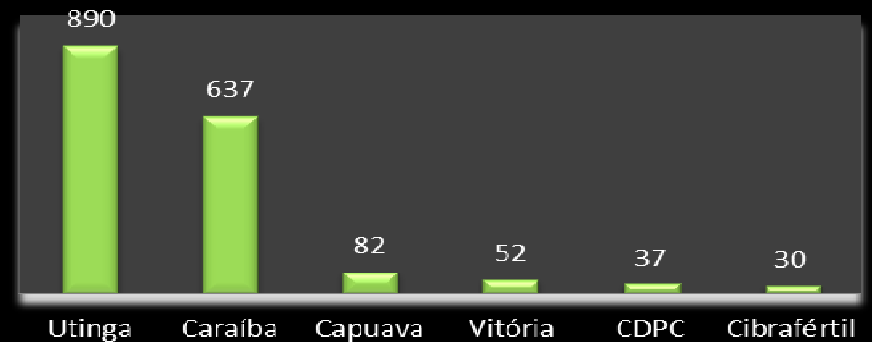
### Comparativo Chamados GO



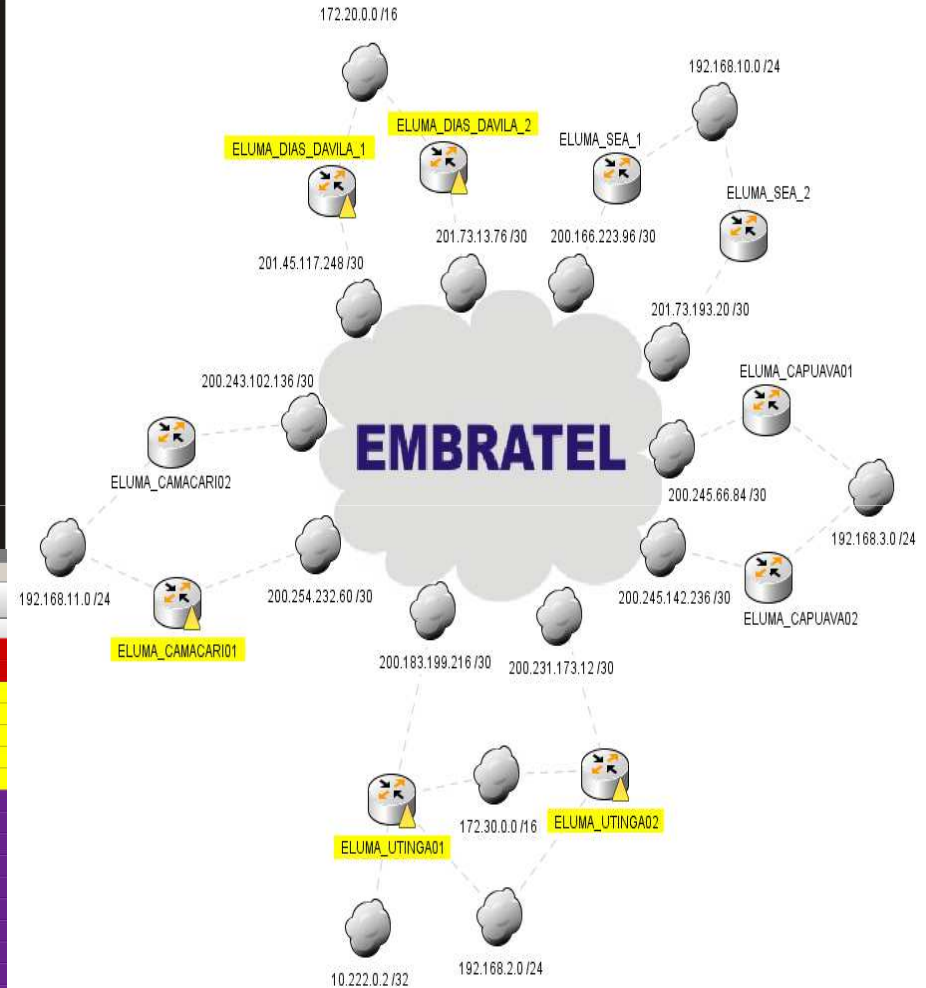
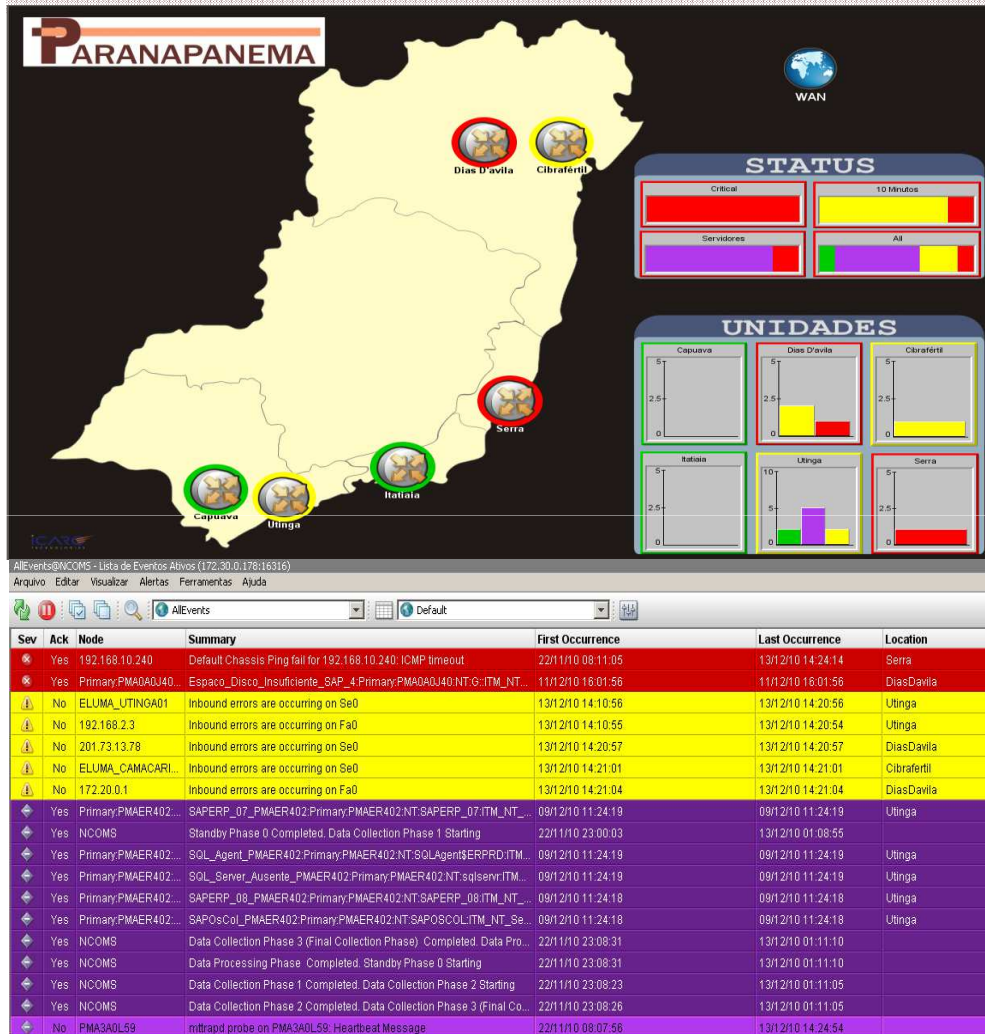
### Diferença de Chamados - Out X Nov



### Site



# CONTINUOUS MONITORING – PROACTIVE MANAGEMENT



## COMPARISON – EVOLUTION IN SERVICE DESK

Jan./2010	Dec./2010	Advantage
Centralized management in SP	Corporate management in SP and local coordination in BA	Faster perception of problems and focus on local matters in BA
SAP Change Management	General Change Management	Better control of changes, minimizing impacts on production
Manual availability control	Automatic availability control and continuous monitoring	Improvement of service and server availability
SLA for incidents only	SLA for incidents and service requests	Better predictability
Projects without formal knowledge transfer to support	Change management used in project transition	Better support of new projects
Management available only to datacenter operator	Management available for several people, including flat panel in IT	Better infrastructure status information to analysts

# LESSONS LEARNED

- **The company culture is very relevant**
- **Categorization is crucial for success**
- **Knowledge base should be focused very hard**
- **Project Risk Management**
- **Involve the people, mainly the operation**
- **The Process is more important than the Tools**
- **Last, but most important: Communicate, Communicate than Communicate even more...**

# BENEFITS

- **Improved alignment with business**
- **Better control over assets**
- **Prioritization of Service Desk calls**
- **Improved satisfaction of Service Desk users**
- **Reduction of down-time and Costs**
- **Knowledge Base is very important!**
- **Improved visibility of IT infrastructure availability and impact on business**

# NEXT STEPS

- **Follow the path to complete ITIL Processes Implementation**
  - **SLA management**
  - **Capacity management**
  - **Availability management**
- **Event correlation/consolidation configuration**
- **Event history – collection and reporting**
- **More training for Operation staff**

Thanks

Questions?

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