

Case Study:
Accurate Reporting and Operational & Financial Improvements at
DMC Mining Services Ltd.



DMC

MINING SERVICES

KGHM Group

Challenges:

- ▲ Challenges in Reporting at Enterprise Level
- ▲ Inconsistent Standardization across Projects using Spreadsheets
- ▲ Decentralized Databases
- ▲ Multiple Data Entries & Potential for Human Errors
- ▲ Limited Security

Solution:

Implement a Project Controls System with:

- ▲ Systematic Pathway for Monitoring, Controlling & Forecasting Projects
- ▲ Reputation in Mining Industry
- ▲ Global Presence & Scalability for Future Growth
- ▲ System Integration Capabilities

Results:

- ▲ Turn Around Time Improved Significantly
- ▲ Operational & Financial Improvements
- ▲ Increased Accuracy of Reporting
- ▲ Resource Optimization & Reduced Work Duplication
- ▲ More Time for High Value Analysis & Less Time Spent Cleaning & Entering Data

"With PRISM, our turnaround time has improved significantly and we are able to generate information for senior management in a timely manner."

- Rebecca Ng, Chief Financial Officer
at DMC Mining Services



INTRODUCTION:

DMC Mining Services (DMC) is a global provider of underground mine contracting services and is known for technical excellence, innovation, efficiency, and uncompromising safety. With more than 40 years of experience, their mining services range from cutting-edge shaft sinking and raise boring, to full mine development and operation.

Their team was using Microsoft Excel spreadsheets as their primary reporting tool and project control platform; however, the spreadsheets were not delivering satisfactory results. Some of the challenges DMC faced included:

- Difficulty maintaining the database with manual processes
- Unavoidable human errors
- Inaccurate reporting data
- Limited security
- Scalability issues

DMC sought a more secure, standardized, and scalable solution to meet their project controls needs. They needed a project controls system that would improve reporting with a detailed enterprise report for project costs, as well as forecasting and modeling capabilities to optimize their project control practices. They initiated a search for a system that could gather information from decentralized databases and help eliminate multiple data entries into different systems.

OBJECTIVES:

Implement a project controls system with:

- Systematic Pathway for Monitoring, Controlling and Forecasting Projects
- Reputable Standing and Proven Application in the Mining Industry
- Global Presence and Scalability for Future Growth
- System Integration Capabilities

SOLUTION:

DMC sought a project controls system that would provide them with a systematic pathway for monitoring, controlling, and forecasting projects. After a thorough review of the potential options, they found that ARES PRISM met (and even exceeded in some areas) their operational and business requirements. As such, they selected ARES PRISM project controls software as their solution.

Some of DMC’s software criteria included:

- **Proven Success in the Mining Industry:** Since ARES PRISM was already being used by many of DMC’s mining partners, there was credibility and confidence in their selection.
- **Global Presence:** Since DMC has projects in many locations around the globe; they wanted to make sure that their software tool also had a global presence and would be scalable for future growth.
- **System Integration:** DMC had many decentralized systems of project data and they wanted to find a way to bring their data together and eliminate multiple data entries.
- **Implementation Timeline:** As an out-of-the-box solution, ARES PRISM can be rolled out quickly. It was also important to DMC that there would be post-implementation support that they could rely on.

DMC decided to implement the ARES PRISM cost and change management modules. The cost management module supports budgeting, earned value management, time-phasing, progress and performance measurement, and forecasting. DMC also benefits from the change management module and the ability to track trends and action items.



“The change management module in general is easy to configure, implement, and it allows us to easily identify, notify, evaluate and keep record of changes,” Rebecca Ng, Chief Financial Officer at DMC Mining Services, said.

DMC also implemented PRISM Integrator to seamlessly integrate ARES PRISM project data with Microsoft Dynamics 365. With bi-directional communication between both systems, they have been able to reduce manual processes and duplication efforts.

“We now have a centralized database that allows for all the information to be in one place including commitments, worked hours, schedule information, actual cost, etc.,” John Luckock, Chief Operation Officer at DMC Mining Services, said.

Lastly, DMC has taken advantage of the out-of-the-box reports, and they especially appreciate the enterprise reporting capabilities in ARES PRISM. With 200+ standard reports already built into the system, DMC is able to use these reports as templates and make quick, easy adjustments to them that fit their organization.

DMC Mining Services’ Top 3 Features:

- 1. Change Management:** The ability to track trends and action items.
- 2. Centralized Database:** Having all the information in one place (commitments, worked hours, schedule information, actual cost, etc.).
- 3. Reporting:** Extensive list of off-the-shelf report templates.



"ARES PRISM has proven to be successful at addressing the challenges we were experiencing with our reporting and project controls systems," Luckock said. "We were impressed with ARES PRISM for their professionalism, prompt response to questions, and demonstrated capacity at the executive and technical levels during implementation and post implementation."

SUPPORTING OVERARCHING BUSINESS GOALS

One of DMC's overarching business goals is focused on creating value for their clients.

"We want to give the client the solution that works most efficiently and most cost effectively for them," Ng shared. "ARES PRISM plays a very important role by helping manage projects more proactively so that DMC can deliver timely information."

With real-time data and quicker reporting, DMC has seen an improvement in communication with their clients. They have also noticed that their new project controls system gives confidence to their new prospective customers.

"We want to give the client the solution that works most efficiently and most cost effectively for them. ARES PRISM plays a very important role by helping manage projects more proactively so that DMC can deliver timely information."

"We often get asked about our project controls process and systems," Ng added. "Now with ARES PRISM, we have an answer that is both well-recognized and instills confidence."

The DMC finance team looks at the cost data in ARES PRISM to help process, estimate, and predict their financial forecasts. They now have greater confidence in their project cost information since adopting PRISM, and have seen an improvement in their financial forecasting because of it.

"It has been critical for business planning, company growth, and financial stewardship," said Ng.

"There is a holistic approach for having technology help operations be more efficient and effective. We implemented best-in-class operation tools like ARES PRISM and Microsoft Dynamics 365 in order to work better and smarter and support the boots on the ground."

DMC has also experienced improvements from a risk management perspective. Earned value has been key in understanding how DMC projects are performing, and since ARES PRISM is an earned value management system, they are able to get important earned value information easily. This data provides early warning indicators, empowering DMC to identify risks and resolve issues quickly.

ALIGNING WITH CORPORATE VISION

DMC has a corporate vision of building tomorrow's mines. As this mining services organization is dedicated to delivering technical expertise, innovation, and client-centric solutions on every project, they want to make sure that they implement best practices across all functional areas to make daily functions work better and smarter.

"There is a holistic approach for having technology help operations be more efficient and effective," explained Ng. "We implemented best-in-class operation tools like ARES PRISM and Microsoft Dynamics 365 in order to work better and smarter and support the boots on the ground."

BUILDING TOMORROW'S MINES™

RESULTS

Now that ARES PRISM has been successfully implemented at DMC Mining Services, they have made it a company standard for use on their projects and are already starting to see great benefits across the organization.

- **Turn Around Time Improved Significantly:** Before implementing ARES PRISM, it took a lot of effort to generate an earned value graph.

“With PRISM, our turnaround time has improved significantly and we are able to generate information for senior management in a timely manner,” said Ng.

- **Financial Benefits and Operational Improvements:** “PRISM is facilitating company success and is an ‘enabler’ to achieving business goals,” Ng said.

With PRISM, DMC can manage cost and change in any type of project.

“Data analysis for our forecast is simpler than using a standard spreadsheet.” explained Luckock. “Standard reports are easy to understand and provide the improvement that we were looking from a visibility and transparency perspective.”

- **Increased Accuracy of Reporting:** DMC has seen an increase in data accuracy and overall confidence in the data output.

“For DMC, it is very important to produce accurate and reliable reports periodically to assess our projects in a timely manner,” Luckock elaborated. “The earned value analysis represented by the S-curve graph comes in very handy. In today’s fast-paced environment, it is necessary to ensure that the project’s designated resources are spent properly. These reports need to be accompanied by key metrics to identify variances and understand the current project performance such as Cost Variance, Schedule Variance, Schedule Performance Index (SPI), and Cost Performance Index (CPI).”

- **Resource Optimization:** There has also been a reduction in work duplication and an increase in resource optimization.

“Resource optimization is evident as PRISM has allowed for the replacement and in some aspects the complete elimination of previous manual data entry and cleaning processes,” said Luckock.

These benefits are not taking away their employees, but are instead giving back to them—they aren’t losing jobs at DMC, they are optimizing them.

“It’s important to note that we are not getting rid of jobs,” added Ng. “It’s about taking the ‘non-value job’ of data input and turning it into a ‘high value job’ of analyzing the data output. Now, we are able to see what is working well and what is not. We can manage the project proactively.”

With ARES PRISM, there is more time for high value analysis due to less time spent cleaning and entering data.

“The project controls team has now more time to analyze the data which translates to more accurate and precise reports and increased productivity,” Luckock said. “An increase in monitoring and control is also evident.”

FUTURE

As DMC continues to grow, they plan to continue innovating by implementing tools and systems which would allow them to become more efficient and competitive.

“For future phases, DMC has contemplated expanding the use of ARES PRISM and its other modules such as the prime contract and procurement modules,” Luckock said.

As their future project needs may change, ARES PRISM project controls software is built to be flexible and built to change and scale with them.

Ng explains, “We have to remember that this is a journey. It is not a transformation tool – We are in progress on this journey. There are next level options with ARES PRISM, and it is our long-term vision to expand over time. Since ARES PRISM is a scalable solution, we will be able to grow with it.”



ABOUT DMC MINING SERVICES:

DMC Mining Services (DMC) is one of North America’s premier underground contractors. With one of the lowest incident/accident frequency rates in the industry, DMC has been called upon by many leading mining companies to fill critical roles in their successful mining projects. For over 40 years the company has delivered a comprehensive list of mining services, ranging from cutting-edge shaft sinking and raise boring, to full mine development and operation. Their extensive mining services have been successfully applied at large-scale mining projects around the globe for gold, nickel, copper, potash, zinc, and other metals and minerals.

www.dmcmining.com

ABOUT ARES PRISM:

ARES PRISM is award-winning enterprise project controls software that manages the complete project lifecycle delivering dependable forecasts, cost control, and performance measurement. ARES PRISM project management software is a scalable, robust and intuitive system that harnesses industry best practices and integrates all aspects of the project.

www.aresprism.com

