



## AT A GLANCE

### Industries

Mining

### Headquarters

North Bay, Ontario, Canada

### Website

redpathmining.com

### Services Provided

- Shaft Sinking
- Mine Development
- Contract Mining
- Underground Construction
- Engineering / Technical Services
- Raiseboring
- Raise Mining

### HD Solutions Implemented

- HD Estimating with Scheduling Integration to Oracle P6
- HD Project Controls
- HD ProjectFacts®
- HD Time Sheets

### Results

- Created a business standard to drive the company's future strategic growth
- Additional ROI was received by eliminating the need for a cost engineer and scheduler for mid-tier projects
- Built the HD platform to become a centralized system with cross-departmental functionality
- Integration to Oracle JD Edwards and P6 provides time sheets reporting, detailed cash flow and timely cost analysis reporting

Since 1962, Redpath has been a leader in the global mining industry, with a significant reputation for its practical and innovative approaches to sophisticated and technologically challenging projects.

Based in North Bay, Ontario, Canada, Redpath has additional regional offices around the world, housing experienced teams with a depth of mining knowledge. The company is backed with the highest quality of workmanship, exceptional safety standards and is known for a strong ability to meet deadlines.

## THE CHALLENGE

### Centralized Process & Visibility

Redpath needed to strengthen and streamline its project management functionality from estimating through project measurement. The company was using an outdated estimating software as well as spreadsheets throughout the process. Multiple data sources and data collection methods restricted control and flexibility, making it difficult to complete tasks in a timely manner. Initial project set-up took upward of a month, and fast responses to customer pricing requests were not possible.

### Scheduling

The Redpath staff found it cumbersome to keep the schedule in sync with the budget, revenue and actual costs. This was especially true every time scope and schedule changes occurred.

### Reporting

Project reporting required many hours to manually key in redundant data, which was not only time consuming, but heavily constrained by the reporting frequency of financial information. Reports were difficult to create and not reflective of current project information, so they were not able to provide an accurate assessment of key performance indicators.

# THE SOLUTION

In order to accomplish essential estimating functions and to increase project control, Redpath searched for an efficient and integrated solution. They selected HD Project Cost Management (PCM) to significantly improve overall productivity and cost.

## Best in Class Estimating

With Hard Dollar's PCM solution, Redpath estimators found the robust functionality required to handle the demands of their complex mining projects. More importantly, they found a system with tremendous flexibility in reporting, with the ability to 'slice and dice' information to respond instantly to ever-changing customer proposal requests. Hard Dollar's system ability to model heavy equipment and production cycles, and mix and match currencies for global work were found to be second to none.

With HD Estimating, Redpath can quickly assess resource information and costs related to any project — large or small. Once projects are underway, the estimate data is then compared with actual project cost and productivity results.

## Centralized Process & Visibility

With the ability to unify the estimate, the schedule (integrating with Oracle's Primavera P6), manage project performance and report KPI's across business units, HD Project Cost Management was a direct fit.

Another process that Redpath wanted to expedite was process controls. The team can now collaboratively monitor daily costs without accounting delays to improve decision making. Redpath managers can review a variety of job factors at any time,

including safety, labor, equipment, and major materials. This has improved project results through daily progress tracking that allows for prompt reactions to potential project overruns.

Industry standard best practices were leveraged by the experience of the Hard Dollar services team. "The implementation team is highly experienced and provided value for money solutions," Rouan du Rand, Redpath General Manager said.

## Resource Loaded Scheduling

HD's enterprise integration with Oracle's Primavera P6 system has allowed Redpath to automate the schedule creation and update processes. They realized immediate benefits in reducing data entry requirements and synchronizing a live, resource loaded schedule into the estimate and project controls process.

## Timely Reporting

By utilizing the HD solution, Redpath has a solution to the need for immediacy; the team is able to shorten reporting cycles as well as the time it takes to complete tasks during project execution. The company is extending the HD solution into the field for timesheet collection and time management tracking so that payroll, daily costs, and schedule updates can all be done in an instant with HD.

"HD has helped us to better manage client expectations — the owner of information is the owner of the contract," du Rand said.

## Return on Investment

A year after installing HD, Redpath implemented the HD Project Cost Management solution as their business

**"Redpath is a leader in the mining industry, and we need partners with the same vision. We have found Hard Dollar to be an effective, efficient and integrated solution."**

**- Rouan du Rand  
General Manager, Redpath**

standard and included the system in strategic planning for future company growth to build a project controls culture.

The Redpath team proved that a centralized platform resulted in faster business insight and informed planning. New efficiencies were formed by automating processes with real-time job tracking and streamlined analysis. HD is also fully integrated with Oracle's JD Edwards accounting system. This reduced redundant data entry and streamlined processes across departments.

Redpath management continues to realize bottom-line savings with the HD system. For mid-tier projects, Redpath utilizes a single person to manage the process, eliminating the need for a cost engineer and scheduler.

Ultimately, the precision and accuracy of HD Project Cost Management prompted Redpath to extend the HD solution globally from North to South America, and recently into South Africa.

According to du Rand, Hard Dollar has proven to be more than just a set of products, but rather a "strategic partner in developing a practical, cost effective project management solution for Redpath."

