

CASE STUDY

GLOBAL EAM SYSTEM ROLLOUT WITH QUICK ROI AND HIGH INTERNAL ADOPTION FOR VANDERLANDE

Vanderlande is the global market leader for value-added logistic process automation at airports and in the parcel market. Their baggage handling systems are used in more than 600 airports to move over four billion pieces of luggage per year. More than 48 million parcels are sorted by its systems every day, which have been installed for the world's leading parcel companies.

In addition, many of the largest global e-commerce players and distribution firms have confidence in Vanderlande's efficient and reliable solutions.

OBJECTIVE: A BETTER EXPERIENCE FOR ALL

Vanderlande wanted to improve its global way of working by standardizing maintenance management and integrating it fully with all other service operations and thereby offering their customers a better experience.

To this end, the company wanted to implement a new EAM system and standardized way of working with measurable results on a global level. It was recognized from the start that this optimization project could only work if the focus was not only on the systems, but also on the internal processes, the data and the 1800+ users in more than 15 regional offices. MaxGrip was asked to lead the global Maintenance Management roll-out program.

SUMMARY

Challenge: Global EAM System Rollout

Vanderlande wanted to implement a new EAM system and standardized way of working with measurable results on a global level.

Approach: Standardized Global Program

- Systems: focus on correct and complete data
- Processes: standardized approach in four steps
- People: collaboration global program team and local team, stimulated knowledge sharing

Results: Quick Return on Investment

- ROI per regional office in twelve months
- Higher job satisfaction and quality of service
- Fully operational global maintenance management dashboards

APPROACH: GLOBAL PROGRAM FOR STANDARDIZED IMPLEMENTATION

The Vanderlande program team was led by program manager Marc Broekhoven of MaxGrip. The program encompassed a full 360-degree approach. The long-term program needed to get internal buy-in on all levels in the organization worldwide. Based on the connecting factors of people, processes and systems, the program included the following actions.

Systems

The program team first selected an EAM system that could facilitate all needs as had been previously scoped by Vanderlande. The new EAM system interfaced with financial, product lifecycle management and HR systems acts as one single source of master data. It is crucial that all data was accurate and enriched according to the internal requirements as specified in the program guidelines. So, aligning data management so as to fit seamlessly into the integral new solution was an important key to success. This was also needed for the standardized dashboards for reporting purposes. Additionally to further improve adoption and impact, the program included the development of system functionalities such as mobile use, global inspection sheets and a problem – cause – remedy tree.

Processes

The global rollout was based on a standardized implementation approach. This consisted of four steps per regional implementation:

- 1. Onboarding:** mapping scope and impact on a regional level and getting regional commitment
- 2. Preparation:** prepare the regional organization, assign roles, check and repair data, train the trainer (regional owner)
- 3. Implementation:** train users, setup maintenance plans and migrate data to the new system
- 4. Go live and hyper care:** coach users, full handover

VANDERLANDE

People

The importance of getting internal buy-in to drive adoption and success was recognized from the start. The program team coached and helped regional implementations on-site and remotely, but the local team was highly involved in the roll-out of the project. This approach accelerated internal acceptance. The program team also paid a lot of attention to stakeholder management on all levels. This was not only done through regular update meetings with a steering committee but also on a wider scale through a solid internal communication strategy.

Additionally, the program team enabled and stimulated knowledge management, the sharing of success and learnings and the ability to benchmark internally.



RESULTS: ROI WITHIN ONE YEAR

Thanks to the standardized implementation approach and standardized maintenance processes, tool configuration and data standards, the project leads to a more efficient way of working. On average, this translates to a ROI per regional office within one year. These results are now shown and tracked through the maintenance management dashboards that have been deployed.

Immediately after go-live the benefits became clear and consequently quality of service increased significantly. Vanderlande has noticed that coworkers have a higher job satisfaction thanks to the fact that the integral system is easier to use, mobile access to work is a big plus and handover and follow-up is less complex. They also appreciate the stimulated culture of learning and improvement within the company. In addition, customer satisfaction has improved because of the increased transparency and more efficient way of working.

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“It is unbelievable how much data is available nowadays that can be used throughout an organization like Vanderlande to serve the company and their customers in the best way. With a motivated team and a professional organization like this, you can really make the most of it. It has been a pleasure of working with this company to get the global rollout realized. Although the planning was challenging, we managed to complete the full scope in time and well within budget!”

Marc Broekhoven, senior consultant MaxGrip

ABOUT MAXGRIP

MaxGrip consultants enable organizations in asset-intensive industries to achieve continuous improvements on their asset performance, also using the power of Digital Transformation. MaxGrip embraces APM 4.0 with a maintenance track record of over twenty years in industries like Oil & Gas, Food & Beverages and Utilities & Infrastructure. We operate on all continents and have a global presence with our main offices in the Netherlands (HQ), USA, and Malaysia.

WOULD YOU LIKE TO KNOW MORE?



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