



CASE STUDY

TAILOR-MADE MASTER CLASS ASSET MANAGEMENT HELPS ARLA TO ACHIEVE SUSTAINABLE ASSET PERFORMANCE

Arla Foods is a Danish multinational and the biggest European dairy cooperative. It is the seventh largest dairy company in the world when looking at turnover and the fourth largest in milk volume. The dairy producer has production locations in sixty countries which together produce 6.8 billion kilos of dairy products per year. In order to further improve asset performance through Arla staff, MaxGrip developed a tailor-made Master Class Maintenance and Asset Management with and for Arla. We subsequently trained and coached Arla across multiple countries on the actual usage in real-life situations.

CHALLENGE: RAISE THE BAR ACROSS SITES

The dairy company's management saw the opportunity to improve their sustainable asset management practices to get the most out of the assets through their staff. Their production locations vary widely in size resulting in different team compositions and partially different approaches. In addition, Arla noticed that its company standards, processes and tools could be used more effectively by the technical teams. Therefore, the dairy cooperative was looking for a tailor-made training program by and for asset management practice leaders that could raise the bar across sites and see this being applied to APM improvement opportunities.

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APPROACH: MASTER CLASS

MaxGrip developed a fully remote (COVID-19) Master Class program that includes training, practical on-the-job assignments and coaching. All sessions are delivered by experienced MaxGrip consultants and attended by Arla teams which consist of maintenance managers and team leads of a wide variety of sites.

Site self assessments

The maintenance managers and site directors of all locations were asked to conduct a self-assessment of the current state of their production site. The assessment is based on MaxGrip's Asset Improvement Mapping (AIM), a proven methodology that delivers insights in the state and improvement potential based on a combination of maintenance execution, asset reliability and management focus areas. The outcome of the self assessments is discussed in onboarding sessions and acts as the basis of site-specific improvement plans which are developed throughout the training.

Six knowledge boost modules

The remote training sessions offer some participants new insights on maintenance and asset management knowledge while others consider the material a good refresher of maintenance best practices. The knowledge boost modules are a great way to align insights and expertise levels. The sessions include topics like:

- Failure mode, effects, and criticality analysis (FMECA)
- Developing and reviewing maintenance strategies
- Long-term asset management plans
- Articulating operational risks
- Planning and scheduling

Coaching and on the job assignment

Throughout the program, the teams work on site-specific asset performance improvement plans which are based on the site self-assessments. Some sites already had asset management plans in place which were improved while other sites started from scratch. The APM plans are put into practice allowing for all participants to apply their boosted asset management knowledge. MaxGrip consultants coach the teams throughout the Master Class program which gives participants the chance to finetune and further improve their business case, improvement plan and execution.



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THE RESULTS

IMPROVED TECHNICAL CAPABILITIES AND ROBUST INTERNAL COLLABORATION

The participants of the Arla Master Class Maintenance and Asset Management appreciate the combination of online training sessions with theoretical and practical elements while receiving coaching on the job.

- Participants are clearly able to rapidly grow competences while their technical skills are brought to the next level;
- Arla employees are better able to position their roles and department within the organization;
- The Master Class participants are able to promote maintenance and asset management as a business performance driver;
- Improved internal communication horizontally and vertically because site maintenance teams are more confident partners for management stakeholders as well as able to collaborate more effectively with other departments such as Operations, HR and Finance.



Photo source: arlafoods.de

MaxGrip is a global Asset Performance Management consultancy that enables asset-intensive organizations to improve their bottom line by optimizing asset performance and accelerating digital transformation. Our experts work with leaders in a broad range of industries, including Oil & Gas, FMCG, Power Generation & Distribution, Water and Wastewater, Infrastructure and Metals and Mining.