



CASE STUDY

TURN-KEY DEPLOYMENT OF BAD ACTOR MANAGEMENT FOR LEADING ASIAN SHIPPING COMPANY

A leading Asian shipping company has an offshore business segment with fourteen FPSO/FSO assets. The specialist in energy transportation asked MaxGrip to help with their Bad Actor Management (BAM) to mitigate critical failures and drive operational excellence.

CHALLENGE: TRANSPARENCY AND FOCUS

The shipping company did not have Bad Actor Management embedded in their processes while it was recognized as a key improvement under the operational excellence program. Implementing BAM would single out bad actors, prioritize failure, highlight serious issues with downtime and mitigate those. It also became clear that asset failure history was not available, different CMMS/ EAM systems were in use across the organization and engineers and field technicians would typically not communicate about asset failure. Implementing a generic Bad Actor Management solution offers transparency of procedures and clarity on the process for failure elimination as well as demonstrate compliance to their current operational conditions and the requirements of the national regulator.

(contd.)

APPROACH: BAD ACTOR MANAGEMENT

MaxGrip started out with an assessment of the current situation regarding asset failure. This included the collection of key documents and data such as current processes, available criticality assessments, CMMS blueprints and available failure data. We also performed a gap analysis on the data to select which of those data would be usable and which wouldn't as well as which data was missing to get a complete picture. Next to an assessment of the current data, systems and processes, the MaxGrip consultant also looked at the people; the roles and responsibilities involved, the lines of communication and internal collaboration.

This assessment resulted in a new business process for the new Bad Actor Management initiative to which all relevant departments contribute together.

The new process consists of five steps:

- 1. The first step is the identification of unwanted significant events or conditions, the Bad Actors, by the team. They work based on the forms and templates that were designed and set up by the MaxGrip consultant. Bad Actors are assessed against pre-determined criteria to prioritize them.**
- 2. The Reliability Engineers then assess and rank the Bad Actors based on risks using the client risk assessment matrix. Bad Actors are then prioritized as well.**
- 3. Bad Actors are selected and analyzed through Root Cause Analysis (RCA) and other techniques.**
- 4. The instated BAM multidisciplinary committee decide and determine actions based on the analysis. Actions can include changes to the CMMS master data or business workflows, asset modifications, work instruction modifications, design review or competence development and training.**
- 5. The team measures and reports on process effectiveness which should show a reduction of deferment, production loss and downtime.**

The MaxGrip consultant deployed the process, developed all templates and supporting documentation and trained the users in all relevant departments and at all levels.

(contd.)

THE RESULTS

DEMONSTRATED COMPLIANCE AND DOWNTIME REDUCTION

The turn-key process has just been set up and is expected to reap several benefits:

- Expected reduction of deferment of 15-20% by the reduction of unwanted equipment breakdowns;
- Improved internal collaboration thanks to the new horizontal process which links all relevant stakeholders and departments;
- Improved accuracy of master data, planning and failure data collection in accordance with ISO standards;
- Ability to demonstrate to the national regulator that the Bad Actor Management is in accordance with the requirements;
- This project provided the client with the opportunity to scale up and continuously improve their business objectives through e.g. bringing down operational expenditure (OPEX).



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.