

CASE STUDY

EFFICIENT MULTI SITE EAM IMPLEMENTATION FOR RENEWI IN THE UNITED KINGDOM



Renewi is a waste-to-product company headquartered in the United Kingdom. Operating across Europe and North America, Renewi focuses on transforming waste into valuable materials, aligning with circular economy principles and addressing environmental sustainability by reducing waste and resource recovery.

The company's Enterprise Asset Management (EAM) System was outdated and needed to be replaced at five of their UK facilities, these are located in Wakefield, Barnsley, Doncaster and Rotherham (BDR), Cumbria, and East London (ELWA).



Ambitions: Ready for the Future

Renewi UK's previous EAM system needed to be replaced due to its legacy nature. They selected IFS Ultimo based on its flexibility and no-nonsense approach to Enterprise Asset Management. The user experience and accessibility is intuitive which makes adoption by the technical staff swift and effective. This includes the EAM system's mobile solution, Ultimo Go.

Approach: Three Key Stages

First and foremost, across all project stages, the MaxGrip team set up and ran project management and change management. This is essential for success in all stages. For an efficient multi-site rollout like Renewi wanted, the project entails three key stages. The project is half way with implementation at two sites completed.

These are the steps that are taken.

Stage 1: Blueprinting

The initial phase of introducing IFS Ultimo at Renewi UK begins with the blueprinting stage. This critical phase focuses on developing a comprehensive plan, or blueprint, detailing the setup and configuration of the software according to specific requirements. It consists of two primary workstreams: business process design and detailed functional design, which together establish a solid foundation for the project.

- Business Process Design

In collaboration with key users, the implementation team develops the design for maintenance processes essential to the system's introduction. This involves conducting workshops with a select group of key users to define how all sites will adhere to uniform, standardized maintenance processes.

- Detailed Functional Design

This workstream is dedicated to formulating a functional blueprint that outlines the precise setup and configuration of the software. The objective is to define the software's functionality, establish acceptance criteria, and detail the implementation approach.

Throughout the blueprinting stage, the implementation team engages in regular design reviews. These reviews are essential to ensure that the blueprint aligns with the project requirements and is technically viable for implementation.

Stage 2: Realization & Build

The realization and build phase is where the project team focuses on actualizing the detailed design specifications

- Data Migration

Data collection, reviewing, cleansing and migration is crucial to the success of an EAM system implementation. The MaxGrip consultants start with developing data collection sheets that align with the data requirements outlined in the detailed design. These templates are crucial for importing data into the IFS Ultimo system. Meanwhile, the Renewi site team is responsible for data collection and delivery, ensuring that all relevant data is gathered efficiently. The data is then reviewed and cleansed to safeguard a smooth integration in the new Enterprise Asset Management (EAM) system without outdated or incorrect data. The MaxGrip team is responsible for the actual migration of data into the IFS Ultimo system, ensuring the integrity and accuracy of the data transferred.

- Configuration and Testing

System Configuration and Functional Setup involves setting up the IFS Ultimo system in accordance with the detailed design and preparing it for testing against the established acceptance criteria. After the configuration, the team evaluates the system based on the functional requirements and acceptance criteria using a predefined test plan. The project team or key users then conduct tests to validate and ensure the integrity of the imported data. Following successful functional testing, a User Acceptance Test is performed by the Renewi site team. This involves end-users testing the system to verify that it meets their needs and that they are satisfied with its functionality. The build, configuration, and setup details of the system will be documented for future reference and maintenance.

- Training

E-Learning: IFS Ultimo offers an e-learning platform. The Renewi end-users get familiarized with all the system functionalities thanks to this pragmatic online way of learning. On-Site End-User Training: In addition to e-learning, hands-on training sessions are conducted on-site to ensure users are thoroughly familiarized with the IFS Ultimo system. The certified MaxGrip consultants will be on-site to provide the training and be available after for follow-up questions.

This comprehensive approach in the realization and build phase ensures that the system not only meets the technical requirements but is also well-received and effectively used by all end-users.



Stage 3: Go-Live and Post-Implementation

This final phase marks the official rollout of the software system to end-users, making it fully operational - a key milestone referred to as "Go-live."

Following the system's launch, it is essential to closely monitor its performance to ensure it operates as intended. The initial period following the system's introduction is critical for user experience. During this time, also called the hyper care stage, the implementation team provides extensive support to help end-users navigate their initial interactions with the new system. The MaxGrip consultant is also on-site to assist. The support includes on-the-job coaching and opportunities for Q&A and walk-in help. These efforts are designed to smooth the transition, address any immediate issues, and optimize user competency and confidence with the system.

BENEFITS

SHORT TIME TO VALUE

The MaxGrip team has implemented IFS Ultimo at two of the five sites in the United Kingdom and will continue with the implementation at the other sites. Some of the benefits of the project includes:

- Quick time to value with only six days needed to implement per site;
- A lot of focus on data cleansing and migration to ensure a smooth transition to the new system;
- The transition from a legacy system to IFS Ultimo at Renewi UK has marked a significant leap forward in data management and operational capabilities;
- Renewi UK has not only modernized its asset management practices with the implementation of IFS Ultimo but has also secured a framework that supports future growth and adaptability. A tangible example is the introduction of the mobile app, Ultimo Go, which has boosted user engagement and a better way of working.
- Swift and full user adoption: The MaxGrip consultants are greatly appreciated for their domain expertise and project management skills. They make user adoption effective quickly.

"The Ultimo experience through MaxGrip has been a '5 Star review rating'! The project outline, data acquisition and onward cleanse has given a data set that we can now improve exponentially. **MaxGrip's fluid approach to their clients needs has excelled here** and enabled a smooth, efficient process; the local teams have embraced the system and the MaxGrip team."

*Daniel Tadd, Senior Operations Manager
at Renewi*

