

HOW CENTRALIZED ASSET CARE IMPROVES PERFORMANCE

In the complex world of asset management, the key to maximizing operational efficiency and ensuring the reliability of production assets lies in standardized, well-implemented maintenance strategies. Companies that operate on a multi-site or global scale face many challenges in maintaining uniformity across their operations, making the adoption of centralized preventive maintenance strategies essential. This article explores a best practice way of working also describing a client success story.

THE IMPORTANCE OF RELIABILITY CENTERED MAINTENANCE

A foundational aspect of these strategies involves Reliability Centered Maintenance (RCM). This approach not only identifies the critical functions and components of a system but also assesses potential failure modes, their impacts on safety, operations, and costs, and prescribes maintenance strategies tailored to enhance system reliability and efficiency. In other words, when applied in the right way, this method significantly improves asset reliability which reduces downtime and saves cost. The standardized approach, furthermore, opens up the way for less labor intensive work as a site can benefit from work, insights and best practices of other plants.

PRAGMATIC ROLL OUT

For preventive maintenance strategies based on RCM to be effective, a detailed and pragmatic approach is essential. With practical expertise accrued over decades, MaxGrip developed an approach that effectively implements these strategies at multi-site or global level involving both remote and on-site work with local teams.

Before rolling out at sites, a blueprint is an important central foundation to develop. This describes 'what good will look like' or what the centralized asset care standard should be. It also entails the steps to get there across five elements: data, systems & tools, processes, roles & responsibilities and way of working. The roll out process for sites encompasses the following seven steps.

SEVEN STEPS FOR ROLL OUT AT SITES

1. Preparation and Kick-Off

This initial phase starts with assembling site project teams. Together with the MaxGrip deployment team the scope for the facility is defined and together the teams create a feasible project planning.

2. Asset Master Data Validation

The deployment team carries out an on-site as-built validation of the asset hierarchy data in line with the standardization blueprint and the applicable data standards. This is based on the available data from the Enterprise Asset Management (EAM) system and the asset OEM (Original Equipment Manufacturer) documentation. The local team is highly involved and provides all input and support that is needed.

3. Benchmarking PM Setup

The method is heavily based on Reliability Centered Maintenance (RCM) and is used to pragmatically decide on maintenance strategies. In this step, the existing PM strategies in the local facility are compared to the new centralized standards. This is done based on the PM and task lists data available in the EAM system. The benchmark is an important baseline for the standardization.

4. Customizing Standards

Recognizing that no two sites are the same, customization ensures adherence to standards while accommodating local requirements. The deployment team works with the local engineers to validate the gap report and formulate local requirements if needed. The deployment team works together with the site teams to define the local requirements.

5. BOMs and Spare Parts Validation

Based on extracts of the current Bill of Materials (BOMs) and spare parts from the EAM system, local spare parts are allocated to PM task lists and assets.

6. Maintenance Workload Leveling

This step aims to distribute maintenance workload evenly over the years, considering seasonality and planned stops and includes existing and newly introduced PM strategies.

7. Upload Strategies to EAM System, Validation, and Handover

The final step focuses on finalizing the process by uploading new PM strategies to the EAM system for local validation.

HEINEKEN'S ASSET CARE STANDARDS

HEINEKEN is a Dutch multinational brewing company. It maintains a global network of approximately 200 breweries across 70+ countries. The breweries have their own maintenance organizations which are working according to the Asset Care program as part of HEINEKEN's Evergreen strategy.

The HEINEKEN Asset Care Standards (HACS) are internally developed maintenance plans, according to the Reliability Centered Maintenance (RCM) method, and are a key element of the Asset Care program. With the global span of the organization, it takes time to implement and deploy the HACS across all breweries. While the deployment is realized by internal HEINEKEN teams, MaxGrip supports the deployment of HACS for the packaging lines at many of the HEINEKEN sites worldwide. The MaxGrip team also trains HEINEKEN teams on the job. Working side by side in this way supports the goals of boosting rapid adoption of the new HACS way of working and to realize robust collaboration between teams and sites.

Benefits

The HACS project is in progress and while it is still being rolled out, it is evident that the implementation of HACS plays a pivotal role in standardization, bridging various site teams and solidifying global collaboration. This not only fosters the sharing of best practices but also amplifies the celebration of achievements throughout HEINEKEN's global organization. HACS also shows great results with an increase of line performance and a decrease in repair and maintenance spend, all above expectations. Additional advantages are:

- Reduction in technical downtime, enhancing Overall Equipment Effectiveness (OEE);
- Improved insights in maintenance workload and the costs forecast for planned PM activities;
- Consistent PM workload distribution over time, facilitating improved forecasting;
- A unified approach to formulating best practice PM;
- Effective training for local teams, ensuring swift adoption and improved way of working;
- Optimized spare parts management;
- Standardized EAM system - local EAM asset structures in sync with the global way of working;
- Capturing tribal knowledge: safeguarding available PM knowledge and skills into HACS templates and in the EAM system.



“With the help of MaxGrip we were able to scale up and accelerate our HACS implementation. MaxGrip offers a solid project management approach as well as engineering expertise to secure HACS implementation with the right quality into our EAM systems.”

Dennis van der Plas

Manager Maintenance and Asset Care HEINEKEN



CONCLUSION

In conclusion, the journey towards operational excellence through centralized asset care is a dynamic and ongoing process that demands not only the establishment of robust preventive maintenance strategies but also their continuous refinement and adaptation.

Success stories like HEINEKEN's implementation of the HEINEKEN Asset Care Standards (HACS) underscore the tangible benefits of such approaches, highlighting significant performance improvements. For companies aiming to achieve and sustain peak asset performance, it is imperative not only to implement these strategies effectively but to have a well-structured feedback loop in place and to continuously improve and adapt to changing operational demands.



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.

Learn more about our solutions and clients at maxgrip.com. Or contact us via info@maxgrip.com.