CASE STUDY

VICTREX IMPLEMENTS IFS ULTIMO EAM SYSTEM AS PART OF THEIR MAINTENANCE EXCELLENCE PROGRAM

Victrex is a supplier of high-performance polymer solutions and is headquartered in the United Kingdom. Its manufacturing plants are located globally, in the United Kingdom, USA and China, serving customers across the globe. Victrex produces polymers, forms and parts for markets such as aerospace, automotive, electronics, energy (incl. manufacturing and engineering). Victrex teamed up with MaxGrip to improve their asset management through a maintenance and engineering excellence program. As part of that program, MaxGrip assists Victrex with the implementation of their new EAM system, IFS Ultimo.

AMBITIONS: NEW EAM SYSTEM TO SUPPORT MAINTENANCE EXCELLENCE

The Senior Management team at Victrex aimed to enhance the overall performance of their assets as well as to support their Environment, Social, and Governance (ESG) objectives. The strategy for managing these assets was designed to include increasing production volume and quality, minimizing waste and energy usage, and providing the capability to oversee and measure performance throughout all locations, all while maintaining strict adherence to Health, Safety, and Environmental (HSE) standards. One component of this strategy specifically addresses the maintenance and engineering organization, their contribution to the company objectives and their ability to perform as desired.

Victrex enlisted MaxGrip to assist in implementing their Maintenance Excellence Program. MaxGrip's methodology included an initial assessment of the current state and maturity level (termed Asset Improvement Mapping), which led to the creation of a strategic improvement roadmap. Following this, the Asset Improvement Deployment phase was initiated, comprising six distinct improvement workstreams, one of which is the CMMS/EAM.

The CMMS/EAM workstream is dedicated to adopting a better, unified Enterprise Asset Management system. Victrex recognized that lasting improvements would require an EAM system capable of supporting all maintenance excellence objectives. The new EAM system would have to be implemented while not disrupting ongoing production.

APPROACH: STRUCTURED IMPLEMENTATION

For the implementation of the IFS Ultimo system at Victrex, MaxGrip's approach was structured to align with the client's specific requirements and overarching business objectives. Several important factors contributed to the successful implementation. To name a few: MaxGrip was already involved in the Maintenance Excellence Program and so was familiar with the Victrex organisation. The MaxGrip experience with Asset Management allowed the team to make best use of the flexibility of the IFS Ultimo software. The solution had to contribute to the standardisation of the operations and effective cross-functional collaboration. This streamlines system integration, reduces complexity and increases efficiency with features like automated workflows and enhanced reporting capabilities.

Below is MaxGrip's structured approach explained per stage.

Approach and Blueprint

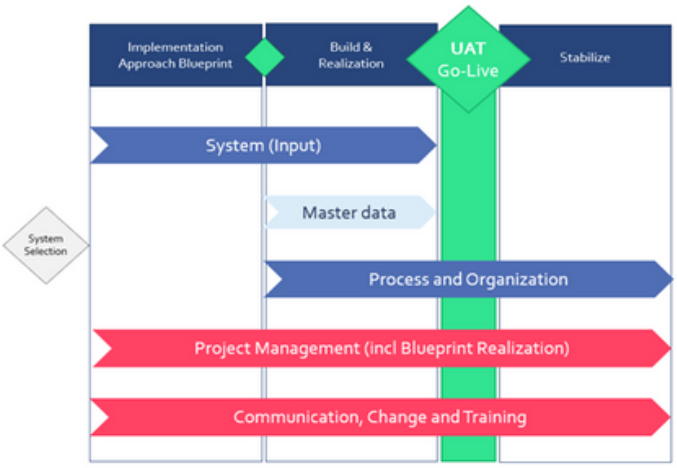
The project began with thorough preparation, including a kick-off meeting and the installation of the EAM system. The initial phase involved setting up the project management, the start of (change) communication and preparing and facilitating workshops. MaxGrip asset management and implementation experts led these workshop sessions to share best practice use of the system with Victrex key users and other important stakeholders. The multidisciplinary sessions were focused on different themes, including:

- Asset Management
- Master Data Management
- Work Order Management
- Preventive Maintenance
- Stock & Purchase Management
- Mobile Usage
- Reporting

The workshop outcomes of system needs were the foundation for the roll-out blueprint, also developing a common data taxonomy and defining clear business processes to ensure a holistic and effective implementation at Victrex. The Victrex team was highly involved in the blueprint phase, another important success factor. The blueprint was applied in the next phase of Build and Realization.

Build and Realization

During this implementation stage, the modules were configured as defined in the blueprint. The Victrex team prepared and populated data sheets with master data which were converted and imported to IFS Ultimo by MaxGrip. Additionally, the team integrated other systems with IFS Ultimo - for example to easily connect with Procurement. Meanwhile, key users were going through IFS Ultimo's e-learning and MaxGrip organized and gave a following key-user training on site. This training was tailored to the situation and needs of Victrex.

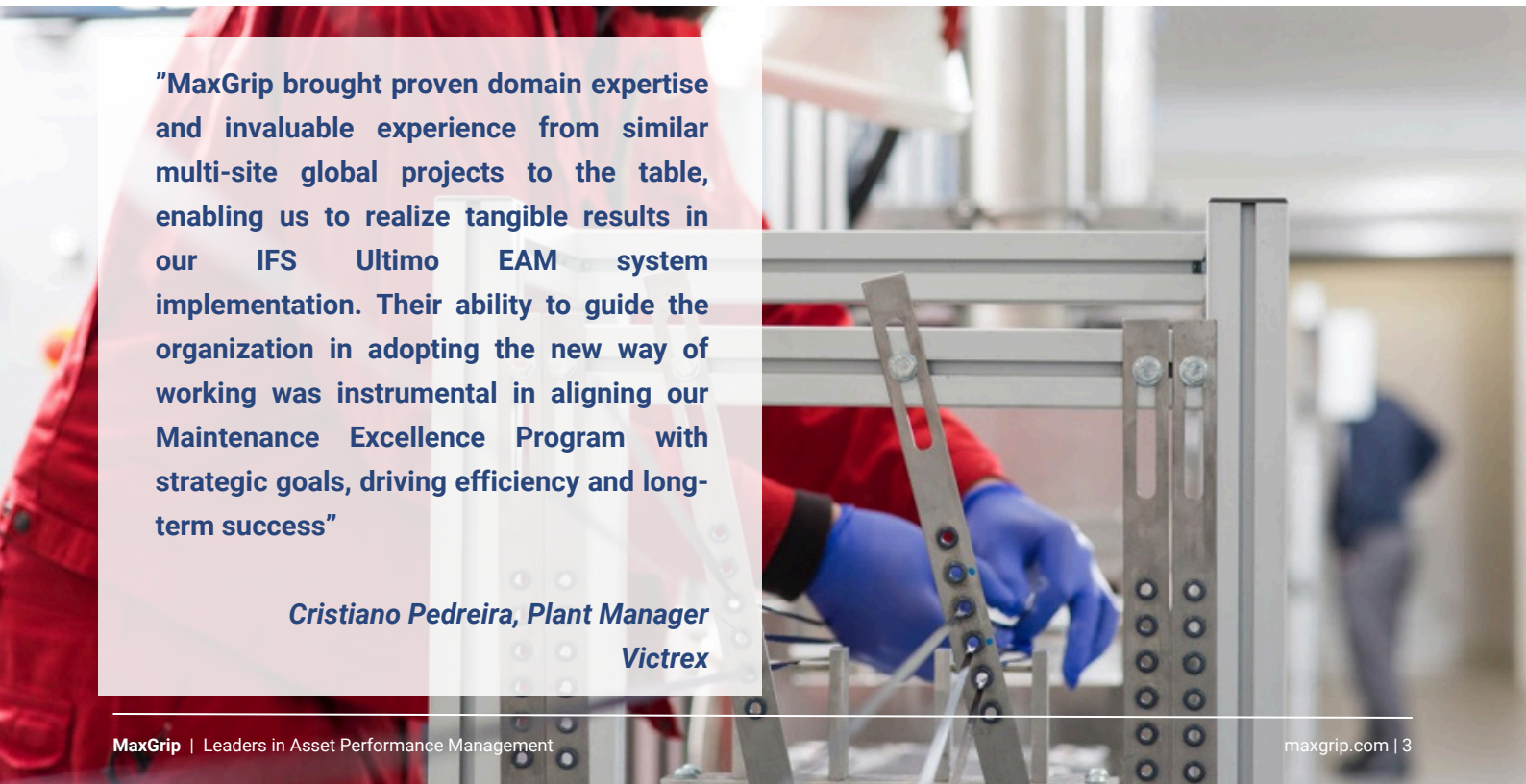


User Acceptance Test

At this pivotal point in the process, the system was completely configured to the specifications of Victrex. Their key users performed the User Acceptance Testing which was carried out successfully ensuring that the EAM system met all functional and operational requirements.

Stabilize

The final Stabilize phase focused on optimizing the system through adjustments to the configuration, end-user training, and dedicated aftercare support to ensure seamless adoption and sustained performance.



"MaxGrip brought proven domain expertise and invaluable experience from similar multi-site global projects to the table, enabling us to realize tangible results in our IFS Ultimo EAM system implementation. Their ability to guide the organization in adopting the new way of working was instrumental in aligning our Maintenance Excellence Program with strategic goals, driving efficiency and long-term success"

Cristiano Pedreira, Plant Manager
Victrex

BENEFITS

SET UP FOR SUCCESS

All five Victrex sites in the UK are now working with IFS Ultimo as their EAM system. A Site in China will follow soon.

- Enhanced decision-making: With robust analytics and reporting capabilities, the new EAM system provides insights (through dashboards) into asset performance, maintenance costs, and operational efficiencies. This will make it possible for Victrex to make better informed decisions.

- Increased operational efficiency: IFS Ultimo streamlines and automates many aspects of asset management, from work order management to inventory control. This reduces manual tasks, minimizes human errors, and accelerates response times, ultimately leading to improved operational efficiency.

- Standardisation: All sites will work in the same system, making standardisation possible. With the same way of working it's easy to benefit from each other's best practices and learnings. In the end, this will improve efficiency and efficacy.

- User adoption: with the structured process of implementation that MaxGrip has applied, the Victrex site teams were able to work in the system from the start. This improved user adoption and made the transition to the new system run smoothly.

The implementation of IFS Ultimo is a significant workstream to realise the Maintenance Excellence Program. The program will result in an overall and sustainable performance improvement, not only reducing cost but also improving reliability and therefore reducing cost of energy and waste. The implementation supports the benefits of the other workstreams, summing up:

Six interconnected workstreams and their expected benefits, ordered from high to low effort

	WORKSTREAMS	SHORT TERM (1-2 YEARS) EXPECTED BENEFITS	LONG TERM (3-5 YEARS) EXPECTED BENEFITS
1	Asset Management foundations	Staff engagement, small quick wins	Increase OEE, reduce TCO
2	Optimize preventive maintenance program	Less unplanned downtime, possibly higher (PM) maintenance cost	Less unplanned downtime, reduce overall maintenance cost
3	Improve planning and scheduling function	Improve workforce efficiency, backlog review	Improve workforce efficiency, less planned downtime
4	Improve spare parts management	Less MTTR	Less unplanned downtime, improve workforce efficiency
5	Improve asset based OPEX budget	First optimization of maintenance budget	Optimized maintenance budget, TCO
6	Implement new EAM system	Enabling the above	Enabling the above

OEE = Overall Equipment Effectiveness, TCO = Total Cost of Ownership, MTTR = Mean Time To Repair