



CASE STUDY

STRATEGIC BLUEPRINT AND GLOBAL DEPLOYMENT OF EAM SYSTEM INCREASES MAINTENANCE MATURITY

MaxGrip developed a strategic blueprint for the maintenance processes of a renowned international beverage company. This blueprint is being rolled out in a tailor-made EAM deployment model to production locations worldwide. Maintenance maturity is one of the highest priorities for this global FMCG company. The company applies bespoke elements of the Total Productive Maintenance (TPM) philosophy, strong engineering standards and Preventive Maintenance standardization.

AMBITIONS: WORK, REPORT AND OPTIMIZE IN A COMMON LANGUAGE

As with all companies operating on a global scale, one of the biggest challenges is alignment across sites and countries. In order to work in a uniform way and contribute to the same common goal, global business processes in line with the organization, systems, data and reports must be standardized. MaxGrip was asked to design a consolidated EAM blueprint that incorporates existing maintenance guidelines while deploying a new EAM system and optimizing standards. MaxGrip collaborated with the supplier of the EAM system to design and deploy the global Enterprise Asset Management system to fit this company's needs.

APPROACH: GLOBAL EAM DESIGN AND DEPLOYMENT

The project started out with the design phase of the global EAM blueprint. Taking existing standards as the starting point, for each process a multidisciplinary team of subject matter experts prepared new process designs in various sessions. All maintenance and supply chain processes, the functional requirements, data standards and KPI dashboards were redesigned in full alignment with the global company strategy. In validation sessions with the company's experts, we identified improvement opportunities, and set the right priorities and preferences for an EAM system which meets all requirements and is ready to be built. Based on those actions, we built the global EAM blueprint.

The deployment of the tailor-made maintenance blueprint is still under way. A couple of factors are considered crucial for success:

- **Standardized deployment approach** – Starting with strict entry criteria defined the success of the deployment and provides a mandatory validation if the production location is ready. During the project, we used toll gates to sign off with local and corporate level stakeholders during each phase of the project. This enabled the team to keep all stakeholders aligned on status, potential risks and deviations. We will deploy the new way of working to 64 production locations in 30 countries, therefore working with a wide variety of people (and cultures). So, a standardized phased approach is key for success.
- **Fit/gap** – Early during the project, we organize workshops with the production location to identify any deviations based on the standardized processes with roles and responsibilities. Gaps on process, organization, data and system are captured into an action plan for the local production site to follow up and close during the course of the project. The deployment is not only system focused, but success is also measured based on a standardized way of working with sharing best practices across the company.
- **Ramp Up** – The Go-Live is only the beginning, not the end. During the last phases of the project at a site we focus on getting the people into a new 'business as usual' mode. Not only do we support the production location immediately after Go-Live, we also keep monitoring the usage with KPIs and support the people during Ramp Up workshops to get settled into the new normal. With that, we focus on the core maintenance processes of the production location.

RESULTS

OEE INCREASE AND INTERNAL BENCHMARKING

- The project is under way with 54 production locations in 23 countries having been deployed and ten more sites to follow, adding seven more countries to the global project;
- Change management: people, processes, data and systems are all at play in this global EAM deployment project. We invest heavily in getting internal buy-in and are able to realize a high adoption rate of the new EAM system and way of working quickly. Along the way the culture of global alignment and team work is greatly enhanced by actively sharing best practices, openly learning from setbacks and pitfalls and, of course, celebrating successes. The actual adoption is verified at the sites starting at Go-Live and continuing for several months. Whether the EAM system is used in the agreed way is checked qualitatively and quantitatively. If needed, necessary improvements will be addressed;
- We set and monitor performance against business critical KPIs and relate use of the EAM system to actual improvement of the plant's Total Cost of Ownership. The global rollout of this uniform way of working enables the multinational to benchmark across sites as all production locations work and report in a consistent way;
- Thanks to the new EAM blueprint and deployment, the sites are able to increase their OEE with 1-2%. The FMCG company is very happy with the project's impact in increasing maintenance maturity and extended lifetimes of their assets.

