

Maintenance for Asset Performance

Whether you call it Asset Management or Maintenance, how you care for equipment is a significant driver of safety, throughput, reliability, cost and capital performance. Evolve has a long record of helping our clients deliver better asset performance through maintenance effectiveness and efficiency. Using our proven approach, our clients build capability and culture for maintenance excellence and ongoing continuous improvement. Our approach builds ownership and engagement across operations and maintenance for a more proactive, profit-focused approach.

Our Approach

Evolve helps companies take an integrated approach to maintenance, working through what we describe as the Organizational Space™ model:



Results. *The bottom line operational performance.* Proactive, maintenance improves safety performance and delivers better overall equipment effectiveness. Increased wrench time is often the stated goal, but that must translate to a bottom line result such as increased uptime or decreased costs.

Processes. *How work gets done.* Many companies have a well-defined maintenance process in their CMMS, but there are often gaps between reality and that theoretical process. How does work get into the system? What is the approval and planning process? How does work get on the schedule? How is the work assigned, variances tracked and addressed? Is the equipment and material ready and available? How effective is the Preventive Maintenance process? What is the predictive reliability strategy? We work with clients to clarify and remove the waste, variation and complexity in their maintenance processes, while creating a culture of root cause analysis and ongoing continuous improvement.

Management Systems. *How maintenance performance is managed.* What are the maintenance KPIs that are tracked? How are decisions made? Do the reports tell us when to intervene? Are roles and responsibilities clearly defined? How are the interfaces between operations and maintenance managed?

Leadership Behaviors. *Driving accountability.* What is the role of the supervisor? How does management make interventions to stay on track? How does senior management support the Maintenance organization and promote collaboration with Operations? Are expectations clearly defined? How do leaders take stands on key aspects of the process (notifications, permits, contractors, materials, break in work, etc.)? How do we train and coach our leaders?

Change & Learning. *The journey your people will be taking through the implementation program, the learnings they will achieve.* Is there a compelling vision of success that links to the wider site? What are the skills and capabilities that they need to develop? Are your leaders ready and willing to manage a change program?

To make this integrated approach work, Evolve focuses on engagement and development of solutions owned by the organization and their people. Evolve supports employee-led work teams, to help them understand why change is difficult and to build skills for implementation. The effort focuses on the people as well as the technical aspects of change. This means that the leaders must recognize that they too have to change, both in holding their people accountable and in providing leadership and support to overcome barriers.

Evolve also provides insight to enable organizations to progress their maintenance maturity, from reactive to preventive to predictive. We support better integration between operations and maintenance and, where appropriate, more area ownership and operator-led maintenance.

Outcomes

Our approach brings an embedded coaching model that allows us to work alongside your people from the shop floor to the leadership level to help them to make different interventions to improve performance. We complement our strong tool kit around continuous improvement with deep capabilities in supervisory and leadership development, through a combination of targeted training and ongoing coaching.

Key Areas

Potential Impact

Measured by ..

Cost Drivers & Management Systems

- Maintenance costs
- Contractor Costs
- OT Costs / Backlogs
- Fuel / Energy costs

- ✓ Lowered Operating Costs
- ✓ Reduction in Overtime Costs / Contracted Coats
- ✓ Manageable Backlog levels

Integrated Planning & Scheduling

- Plan Loading
- PM Effectiveness
- Plan Attainment
- CMMS usage

- ✓ Better CMMS utilization
- ✓ Increased Utilization & Schedule Attainment
- ✓ Integrated Planning & Scheduling
- ✓ Use of Historic Work Standards

Work Execution Processes

- WO Management
- Wrench time Productivity
- Unit Reliability
- LOTO / Permitting

- ✓ Increased Workforce Productivity & Wrench Time
- ✓ Increased Reliability & Unit Uptime
- ✓ Improved WO Compliance - Reduced Emergency WO's

Materials & Supply Chain

- Bill of Materials
- Procurement costs
- Critical Spares / Access
- Expediting costs

- ✓ Improved Bill of Materials (BOM) usage
- ✓ Improved availability of Parts & Spares
- ✓ Reduced delays for Materials issues
- ✓ Improved visibility of materials costs & usage

Organization Effectiveness

- Unit / Zone structures
- Interface management
- Communication
- Employee Engagement

- ✓ New Supervisory & Management capabilities
- ✓ Operations-driven Reliability / Operator Care
- ✓ Improved Management Control and Reporting
- ✓ Motivated Stakeholders Sustaining Results

Where we've done this before

Since Evolve's inception in 2000, our focus has been working with world-class, industrial organizations to support significant Manufacturing Excellence improvement programs. Our Maintenance and Reliability Business Excellence offering, a core competency of our business, includes tools and models that we use to enable our clients to evaluate and improve maintenance programs. Some representative examples of our work include:

Improving unit cost and reliability

A late-life sour gas facility needed to make significant and sustainable shifts in unit operating costs to extend its economic life as a producing asset. Evolve worked with the leadership team and change agents at the site in examining their maintenance operations and applying performance improvement techniques to create a significant step change in performance. The net results included an \$11MM sustainable OPEX reduction, 25% reduction in annual PM hours, 16% decrease in unit cost.

Improving maintenance effectiveness

A global specialty chemical company rolled out a major corporate cost reduction effort, but Maintenance recognized that it would take more than just cutting their costs. To create value and ensure sustainability, they needed to transform maintenance effectiveness, build a stronger working relationship with Operations, and change their culture. Results included a significant reduction in costs, a strong improvement in maintenance effectiveness and productivity, and higher levels of customer satisfaction and cooperation.

Restructuring and redesigning a more effective maintenance organization

As part of a wider Lean journey, Evolve worked with an onshore gas producer in South Texas to improve reliability and reduce overall costs by simplifying work execution processes, introducing cross-functional work teams, and empowering field-based crews to plan and execute work. \$4MM in OPEX savings, 15% increase in work completed, 80% decrease in maintenance work cycle time.

About Evolve

Evolve Partners is an implementation consulting firm that works with leading energy, utilities and heavy process companies who recognize that a critical part of their strategy execution is realizing the potential of their people. Evolve supports implementation programs that create a culture of problem solving and learning to enable their people to deliver significant value – Growth, Reliability, Production, Cost, Return on Capital, Assurance – that continues to grow long term.