

The background of the slide is a collage of industrial images. In the top left, there are blue industrial pumps or motors. In the top right, a large metal gear or fan is visible. In the bottom left, there's a yellow industrial machine. In the center, a worker wearing a hard hat and safety glasses is looking at a laptop. The entire image is overlaid with a white geometric grid pattern.

FLUKE

Reliability

Upgrading your CMMS Mindset...

To an Enterprise Asset
Management Mindset...

Curt Chamberlain

Meet the Speaker



Curt Chamberlain

Owner of Utility Performance Consultants based in Texas

- 30 Years plus focusing on Business Transformation and EAM Utilization
- Breadth of experiences and expertise in:
 - IT Strategies, Business Alignment, Process Improvement, Technology Enablers & Large Program Management Planning
- Broad EAM Solution Provider experience with SAP, Maximo, and eMaint

Poll: Challenging Assumptions

How many
are “happy”
where you
are with
your eMaint
CMMS
journey?

How many
of you are
looking to
move to
eMaint X5 in
2023 or very
near future?

Some Sad sentences in the M&R Lexicon today: Challenging Assumptions



“We always have done things this way...”



“Not My Job”



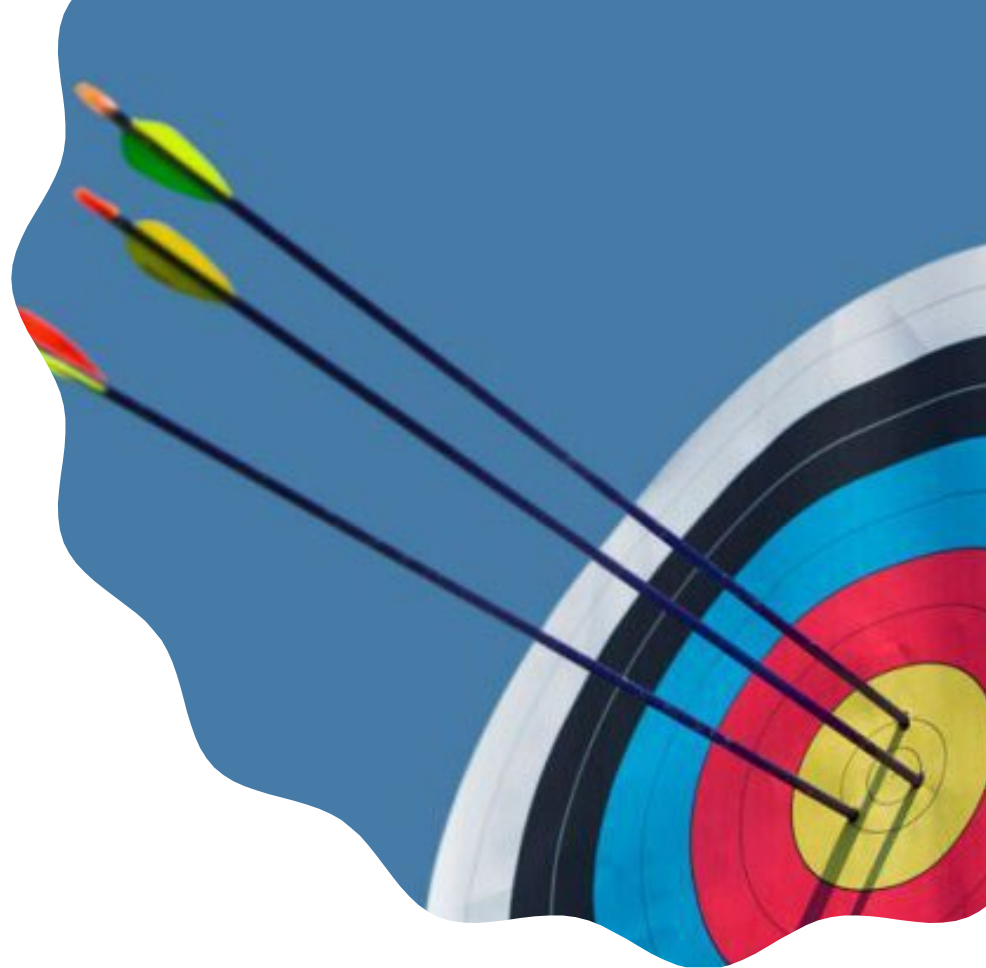
“Why fix tomorrow what is not broken - today”



“Change Management is all about change...as long as it doesn't impact me”

Take Aim

The road to excellence in reliability starts with sound business cases, determined executives, and a work force ready for change and continuous improvement



Step Zero – The AIM

If you find that your organization has not adopted maintenance Best Practices – **stop right here.**
Realize that deploying or even implementing a CMMS will not magically bring this about.

- Most systems by nature are **neither intuitive nor simple** to understand. Here is where an experienced CMMS subject-matter expert working with the core team can be worth their weight in gold by ensuring you understand the decisions you are making.
- This is definitely a great place to say the adage, **“you don’t know what you don’t know”**.
- This is also a great place to be sure you are **aligned** with your organizations Business Objectives and **adopted Maintenance Best Practices**.
- CMMS supports maintenance best practices while your maintenance best practices must support your CMMS
- “Culture Eats Strategy”



Roadblocks to go from CMMS to EAM

CMMS implementations are exhausting for many

- Moving from 3rd party such as Maximo to eMaint
- Moving from X4 to X5
- Improvements to X5

Lack of proper funding

Lack of corporate supported vision

- Executives can lose support without an articulated plan and focus

Cultural barriers are difficult to overcome

- The culture of continuous improvement requires change, which can be hard
- Unlocking “Tribal Knowledge” and “islands of data” can be a challenge

Step Zero – Mission, Vision, & Value

AIM (Corporate Strategy)

**Mission
Vision Value**

As-Is Business
Processes (Use
Cases)

The Why

As-Is Business Processes (Use Cases)

**Structural
Alignment**

The What

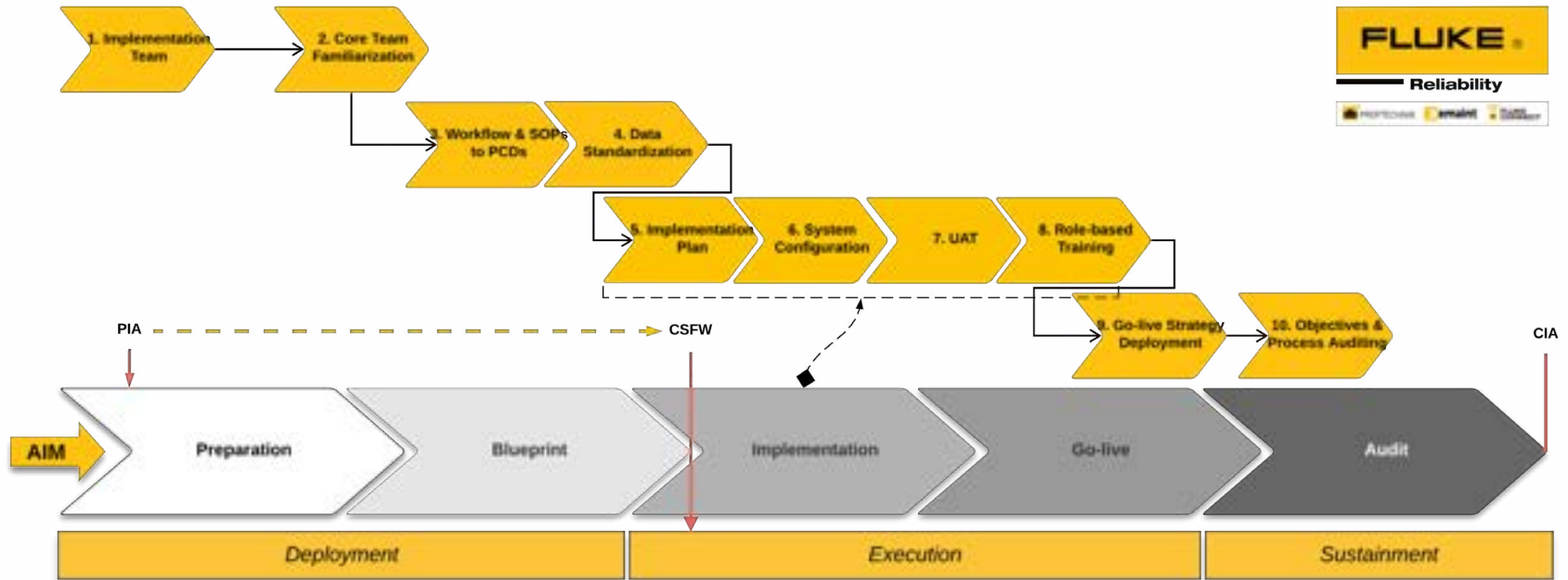
Process Control (Workflows)

**Data
Standardization**

**Process Steps
RACI**

**The How and
When**

Step Zero – where the journey begins...



Paving the way for EAM-Step Zero

Create

Create the vision

Clearly articulate your maintenance vision

Align with any corporate strategies you have in place

Demonstrate

Demonstrate the value

Build a solid business case for change

Facilitate

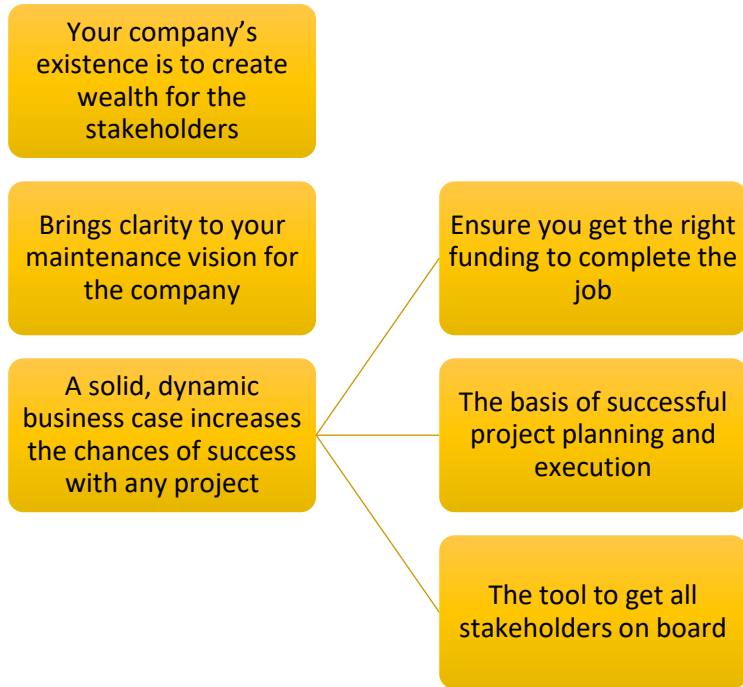
Facilitate the mission

Assess and plan for removing cultural barriers

Get the executives on board for continuous improvement



The Importance of the Business Case



Key concepts to Business Case Development

In most cases, your project is a capital asset to your company

Understand how your company measures capital investment

Defining benefits does require educated experience

Use real cost estimates – don't go for cheap

Do not “over promise” and “under deliver”

If uncertain about the process, get some expertise

Implementation as a capital asset



Capital projects can have a positive impact on operational expenses

Salaries of project team members
Consulting expenses



Meet with finance to understand what is the capital policies

Not all project expenses are considered capital
What is the expected write off period



Fully understand how capital projects are measured

Basic ROI
EBITDA focused
EVA

It is important to speak and understand the language of the CFO

Defining achievable benefits



Some benefits
are more
tangible to
define

- Inventory reduction/improved purchasing processes
- Reduction of crew/contractor costs due to improved scheduling

Some benefits
are less tangible
and require a
bit more of
educated
experience

- Reduction of unplanned work/Uptime performance via improved data collection
- Your customers potentially requiring RCM/RBM maintenance programs
- Some of these benefits are best defined in a range

Seek expertise to bolster your benefits based on other engagements

Be thorough in cost estimates



Under funded projects have greater risk of failure



Projects can be multi-phased to reduce risk



Add the proper resources for reporting KPI's



Realistic cost estimates that compare actuals increases credibility



Obtain expertise to help develop or review cost estimates

In most projects these are underestimated

X5 reporting toolsets using the report writer and dashboard are extremely powerful – daunting for the average user to create

The business case is the basis for implementing your strategy

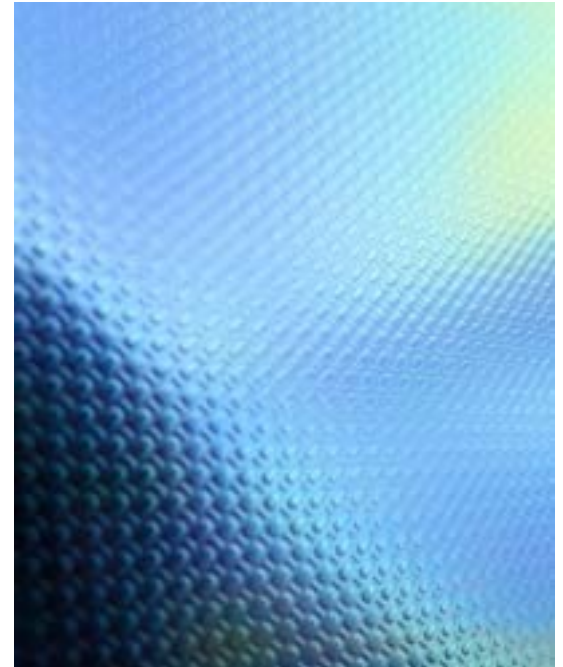
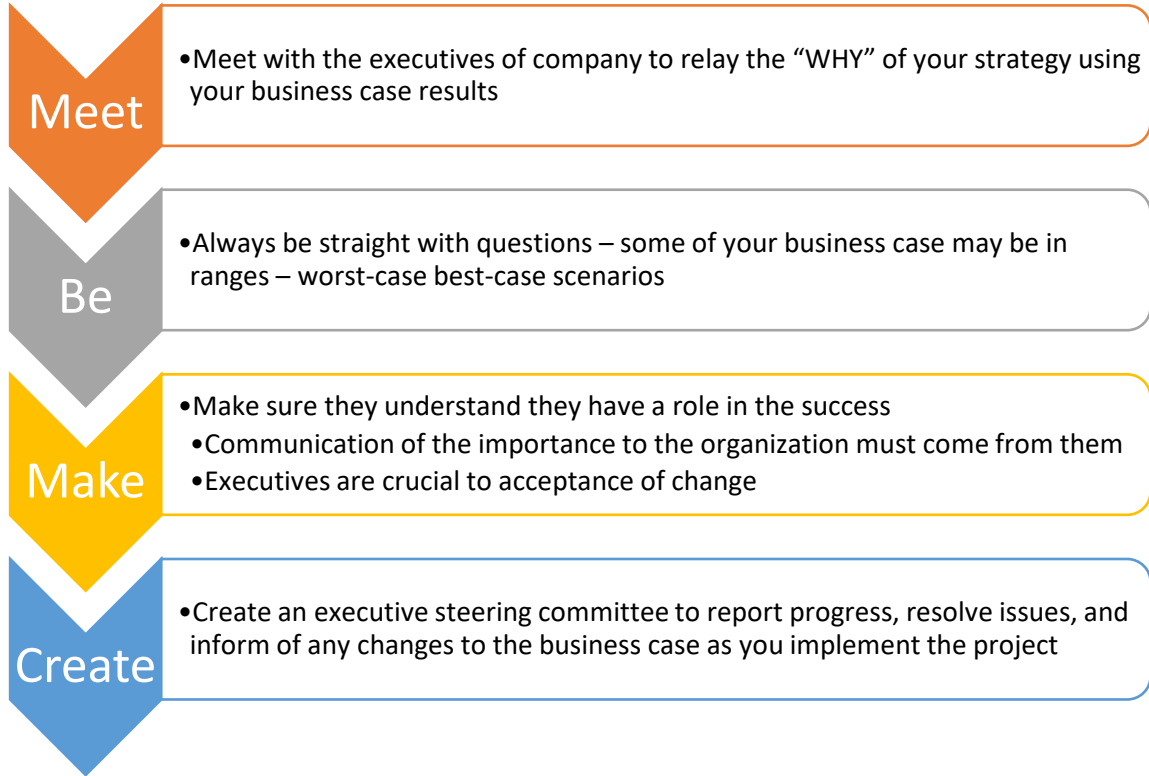


It is a platform for
aligning with
executives

It is a platform
aligning for aligning
middle
management

It is a platform for
moving from
CMMS to EAM

Executive acceptance is the key to your success



Challenging corporate culture



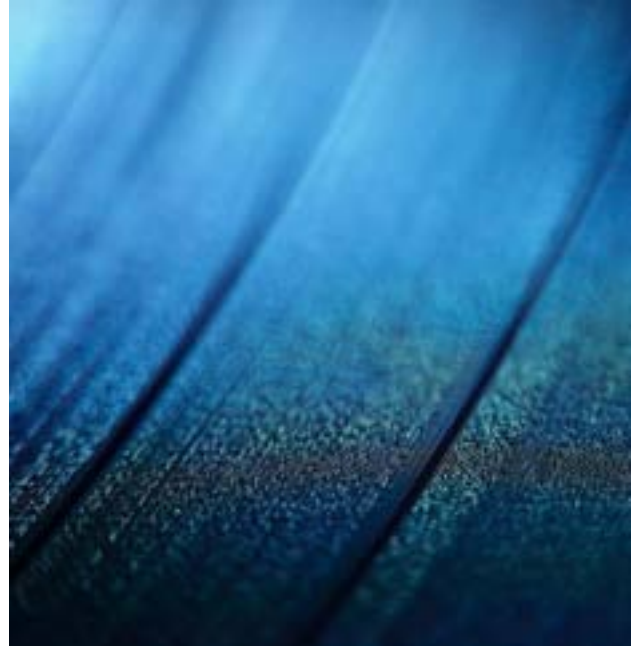
Implementing your strategy will require change of business process, increase data collection and data reliability, and developing new KPI's



Most people in the workforce prefer the status quo



Managing the corporate culture from the start reduces risk and increases acceptance



Mitigate the risk of change and acceptance

Search out

- Search out 'Change Agents' in your user community looking for continuous improvement
- Change agents looking to improve are the best cheerleaders for the projects

Search out

- Search out the naysayers and get them involved
- Naysayers can be your best allies
- Naysayer involvement creates a certain pride of ownership

Find

- Find the users who believe their corporate self esteem is that their knowledge or data is sacred and untouchable
- These can be the most difficult and usually requires management intervention
- CMMS data is enterprise data, open to all who needs access to facilitate continuous improvement

Some successful culture changing techniques



Consider monetary incentives for reaching KPI goals

Continental airlines example of small bonus to large corporate gains



Use the executive steering committee to help with problem areas

People will generally get on board with their bosses
Communication is the key

Key points to remember...



Build a solid, achievable business case



Get executives and management fully on board and communicate to your organization the importance of your engagement



Mitigate corporate culture issues by recognizing them in advance and instituting measures to get everyone on board



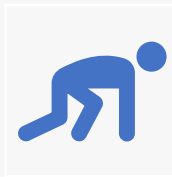
Be open to asking for outside help to help with accomplishing these important tasks – any fees incurred are minimal to failed outcomes – and it is probably capitalized

Level of Expectation of Change / Desire



Good

CMMS Implementation
(Void of AIM and Deployment
desires)



Better

CMMS Deployment
Readiness
CMMS Implementation
Readiness



Best

AIM Development
CMMS Deployment
Readiness
CMMS Implementation
Readiness



Curt Chamberlain

Q&A

Questions? Feel free to ask.
Feel free to catch-up after this
presentation!