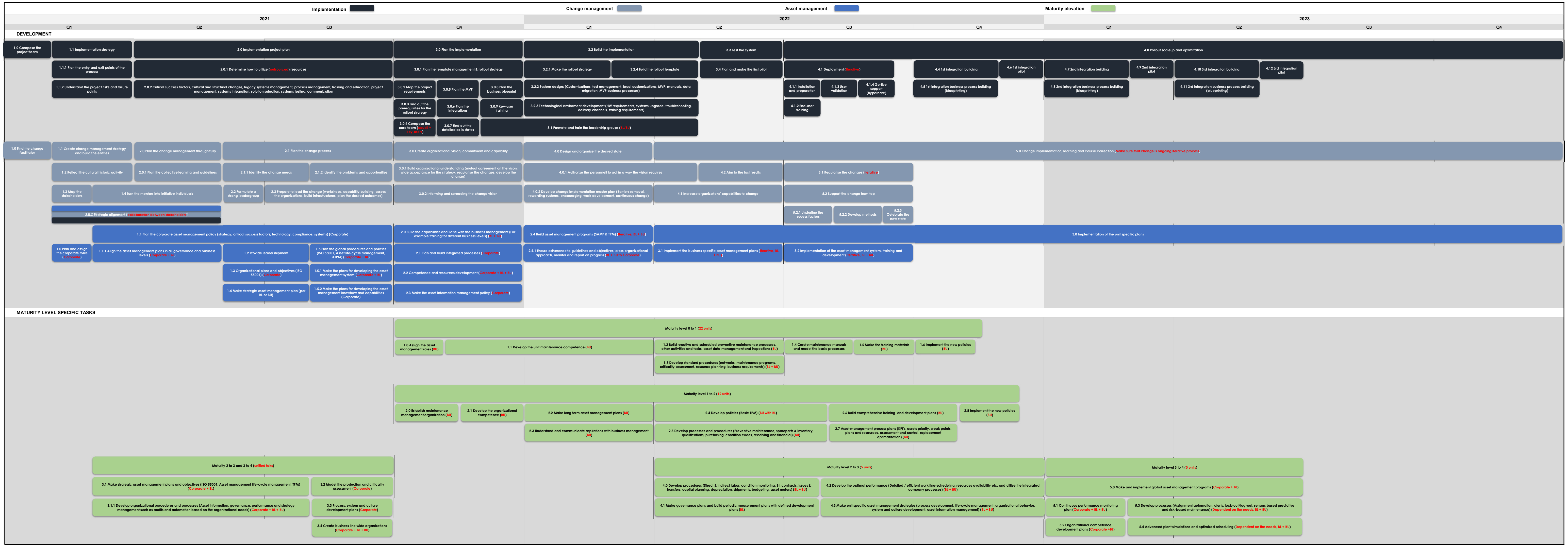

DEVELOPMENT

1.0 Compose the project team

1.1 Implementation strategy

1.1.1 Plan the entry and exit points of the process

1.1.2 Understand the project risks and failure points

2.0 Implementation project plan

2.0.1 Determine how to utilize (outsourced) resources

2.0.2 Critical success factors, cultural and structural changes, legacy systems management, process management, training and education, project management, systems integration, solution selection, systems testing, communication

3.0 Plan the implementation

3.0.1 Plan the template management & rollout strategy

3.0.2 Map the project requirements

3.0.3 Find out the prerequisities for the rollout strategy

3.0.4 Compose the core team (coucil + key-users)

3.0.5 Plan the MVP

3.0.6 Plan the integrations

3.0.7 Find out the detailed as-is states

3.0.8 Plan the business blueprint

3.0.9 Key-user training

3.1 Formate and train the leadership groups (BL/BU)

3.2 Build the implementation

3.2.1 Make the rollout strategy

3.2.4 Build the rollout template

3.2.2 System design: (Customizations, test management, local customizations, MVP, manuals, data migration, MVP business processes)

3.2.3 Technological enviroment development (HW requirements, systems upgrade, troubleshooting, delivery channels, training requirements)

3.3 Test the system

3.4 Plan and make the first pilot

4.0 Rollout scaleup and optimization

4.1 Deployment (Iterative)

4.1.1 Installation and preparation

4.1.2 End-user training

4.1.3 User validation

4.1.4 Go-live support (hypercare)

4.4 1st integration building

4.5 1st integration business process building (blueprinting)

4.6 1st integration pilot

4.7 2nd integration building

4.8 2nd integration business process building (blueprinting)

4.9 2nd integration pilot

4.10 3rd integration building

4.11 3rd integration business process building (blueprinting)

4.12 3rd integration pilot

1.0 Find the change facilitator

1.1 Create change management strategy and build the entities

1.2 Reflect the cultural historic activity

1.3 Map the stakeholders

1.4 Turn the mentors into initiative individuals

2.0 Plan the change management throughtfully

2.0.1 Plan the collective learning and guidelines

2.0.3 Strategic alignment (collaboration between stakeholders)

2.1 Plan the change process

2.1.1 Identify the change needs

2.1.2 Identify the problems and opportunities

2.2 Formulate a strong leadergroup

2.3 Prepare to lead the change (workshops, capability building, assess the organizations, build infrastructures, plan the desired outcomes)

3.0 Create organizational vision, commitment and capability

3.0.1 Build organizational understanding (mutual agreement on the vison, wide acceptance for the strategy, regularise the changes, develop the change)

3.0.2 Informing and spreading the change vision

4.0 Design and organize the desired state

4.0.1 Authorize the personnell to act in a way the vision requires

4.0.2 Develop change implementation master plan (Barriers removal, rewarding systems, encouraging, work development, continuous change)

4.1 Increase organizations' capabilities to change

4.2 Aim to the fast results

5.0 Change implementation, learning and course correction (Make sure that change is ongoing iterative process)

5.1 Regularise the changes (Iterative)

5.2 Support the change from top

5.2.1 Underline the sucess factors

5.2.2 Develop methods

5.2.3 Celebrate the new state

1.0 Plan and assign the corporate roles (Corporate)

1.1 Plan the corporate asset management policy (strategy, critical success factors, technology, compliance, systems) (Corporate)

1.1.1 Align the asset management plans in all governance and business levels (Corporate + BL)

1.2 Provide leadershipment

1.3 Organizational plans and objectives (ISO 55001) (Corporate)

1.4 Make strategic asset management plan (per BL or BU)

1.5 Plan the global procedures and policies (ISO 55001, Asset life-cycle management, &TPM) (Corporate + BL)

1.5.1 Make the plans for developing the asset management system (Corporate + BL)

1.5.2 Make the plans for developing the asset management knowhow and capabilities (Corporate)

2.0 Build the capabilities and liaise with the business management (For example training for different business levels) (BL + BU)

2.1 Plan and build integrated processes (Corporate)

2.2 Competence and resources development (Corporate + BL + BU)

2.3 Make the asset information management policy (Corporate)

2.4 Build asset management programs (SAMP & TPM) (Iterative, BL + BU)

2.4.1 Ensure adherence to guidelines and objectives, cross organizational approach, monitor and report on progress (BL + BU to Corporate)

3.0 Implementation of the unit specific plans

3.1 Implement the business specific asset management plans (Iterative, BL + BU)

3.2 Implementation of the asset management system, training and development (Iterative, BL + BU)

MATURITY LEVEL SPECIFIC TASKS

Maturity level 0 to 1 (22 units)

1.0 Assign the asset management roles (BU)

1.1 Develop the unit maintenance competence (BU)

1.2 Build reactive and scheduled preventive maintenance processes, other activities and tasks, asset data management and inspections (BU)

1.3 Develop standard procedures (networks, maintenance programs, criticality assessment, resource planning, business requirements) (BL + BU)

1.4 Create maintenance manuals and model the basic processes

1.5 Make the training materials (BU)

1.6 Implement the new policies (BU)

Maturity level 1 to 2 (12 units)

2.0 Establish maintenance management organization (BU)

2.1 Develop the organizational competence (BU)

2.2 Make long term asset management plans (BU)

2.3 Understand and communicate aspirations with business management (BU)

2.4 Develop policies (Basic TPM) (BU with BL)

2.5 Develop processes and procedures (Preventive maintenance, spareparts & inventory, qualifications, purchasing, condition codes, receiving and financial) (BU)

2.6 Build comprehensive training and development plans (BU)

2.7 Asset management process plans (KPI's, assets priority, weak points, plans and resources, assessment and control, replacement optimatization) (BU)

2.8 Implement the new policies (BU)

Maturity 2 to 3 and 3 to 4 (unified taks)

3.1 Make strategic asset management plans and objectives (ISO 55001, Asset management life-cycle management, TPM) (Corporate + BL)

3.1.1 Develop organizational procedures and processes (Asset information, governance, performance and strategy management such as audits and automation based on the organizational needs) (Corporate + BL + BU)

3.2 Model the production and criticality assessment (Corporate)

3.3 Process, system and culture development plans (Corporate)

3.4 Create business line wide organizations (Corporate + BL + BU)

Maturity level 2 to 3 (5 units)

4.0 Develop procedures (Direct & indirect labor, condition monitoring, BI, contracts, issues & transfers, capital planning, depreciation, shipments, budgeting, asset meters) (BL + BU)

4.1 Make governance plans and build periodic measurement plans with defined development plans (BL)

4.2 Develop the optimal performance (Detailed / efficient work fine-scheduling, resources availability etc. and utilize the integrated company processes) (BL + BU)

4.3 Make unit specific asset management strategies (process development, life-cycle management, organizational behavior, system and culture development, asset information management) (BL + BU)

Maturity level 3 to 4 (0 units)

5.0 Make and implement global asset management programs (Corporate + BL)

5.1 Continuous performance monitoring plan (Corporate + BL + BU)

5.2 Organizational competence development plans (Corporate +BL)

5.3 Develop processes (Assignment automation, alerts, lock-out/tag-out, sensors based predictive and risk-based maintenance) (Dependent on the needs, BL + BU)

5.4 Advanced plant simulations and optimized scheduling (Dependent on the needs, BL + BU)