



FREE PREVIEW

Reliability & Maintenance  
Manager's Complete Guide to  
**ASSET STRATEGY  
MANAGEMENT (ASM)**



*Everything you need to know to transform the way your organization manages asset reliability*

# Contents

---

## **Included in Free Preview:**

Part 1: What is Asset Strategy Management?

## **Full Version Includes:**

Part 2: Making the Case for Asset Strategy Management

Part 3: How to Get Started With Asset Strategy Management

Part 4: Building Your Asset Strategy Management Program

Part 5: Leveraging Excellence and Continuous Improvements

# Introduction

## Is your reliability program living up to its true potential?

---

The principles and tools of Reliability Centered Maintenance (RCM) have been around for decades, and most organizations understand the key elements that underpin a sound Reliability program. They invest time and money into creating and implementing Asset Management and Reliability improvement initiatives, in the effort to avoid unexpected failures, outages, safety exposures and costs to meet business performance goals.

**Why then, time after time, do we see organizations struggle to deliver performance improvements and realize value from their efforts?**

Are you experiencing any of these problems?

- High maintenance costs and unplanned downtime
- Uncertainty in the quality of strategies across the asset base
- No line of sight from the tasks being executed in the field to reliability strategy decisions
- Creating and deploying optimal maintenance strategies is an excessively time-consuming process
- Challenges in benchmark asset performance and measuring continuous improvements
- Inconsistent maintenance plans and Master Data

When organizations are plagued with these common problems, there is often one vital, but overlooked, area in their approach to asset management.

**The effective development, deployment and ongoing management of asset maintenance strategies to realize reliability.**

Whether it's process, people, technology, data related, if you aren't effectively managing the strategy on how your assets are maintained, you will fail to make the step change in your reliability improvement efforts to deliver value.

---

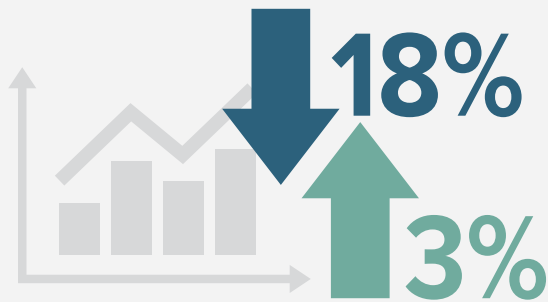
## Real Life Example



We were asked to lead a project to review the maintenance strategies for sites and assets not meeting their availability targets, suffering frequent unplanned failures, and/or high maintenance costs.

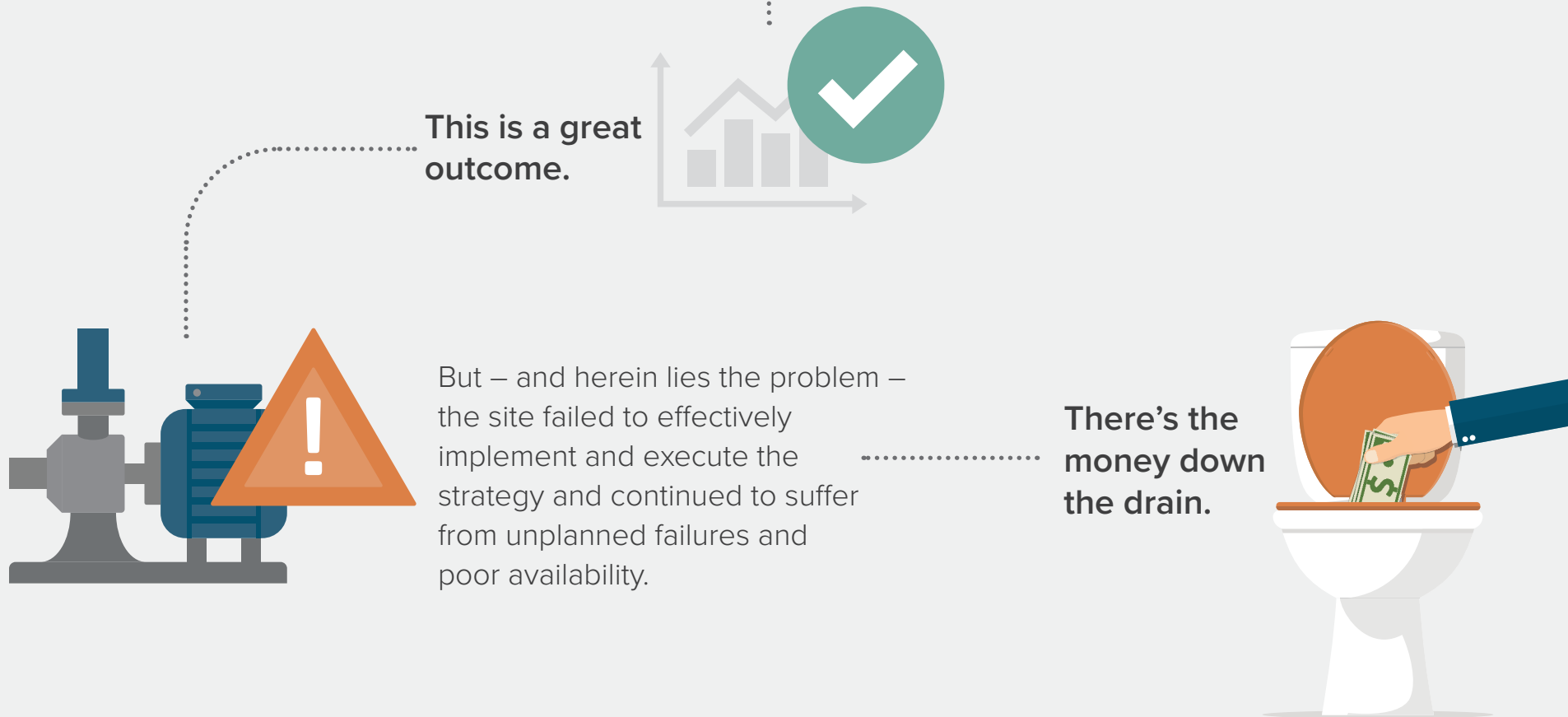


We got to work collecting the asset hierarchy, work order history, and current maintenance plans. Using all this data, we applied sophisticated methodologies to build an optimized maintenance strategy.



The resulting revised strategies were forecasted to reduce maintenance costs by -18% per annum and improve availability by +3%.

---

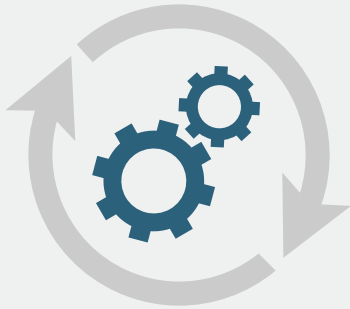


Ten years ago, when RCM was really hitting its strides, more and more organizations started investing in the task of developing maintenance strategies. But, according to research\*, a massive **60 percent of these strategies were never implemented**. Think of the money wasted. It's money that can easily be saved if you know why it's disappearing and how to save it.

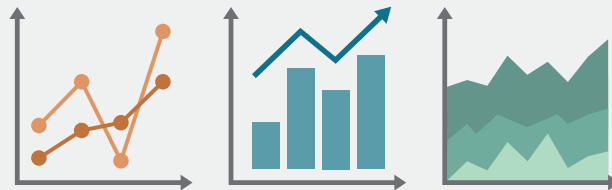
*\*Source: [reliabilityweb.com](http://reliabilityweb.com)*

**60%**  
of strategies never  
implemented





To truly realize the value of a reliability program, optimal strategies need to be developed, implemented and then updated over time. The strategy needs to be managed. Many Reliability Managers find themselves so busy putting out day-to-day fires, so to speak, that it is hard to focus on more strategic issues.



It doesn't have to be this way.

You can utilize the data and equipment expertise that your already own to drive performance improvement with **Asset Strategy Management (ASM)**.



## Part 1

---

# What is Asset Strategy Management?

strat·e·gy

[stradejē]

*noun*

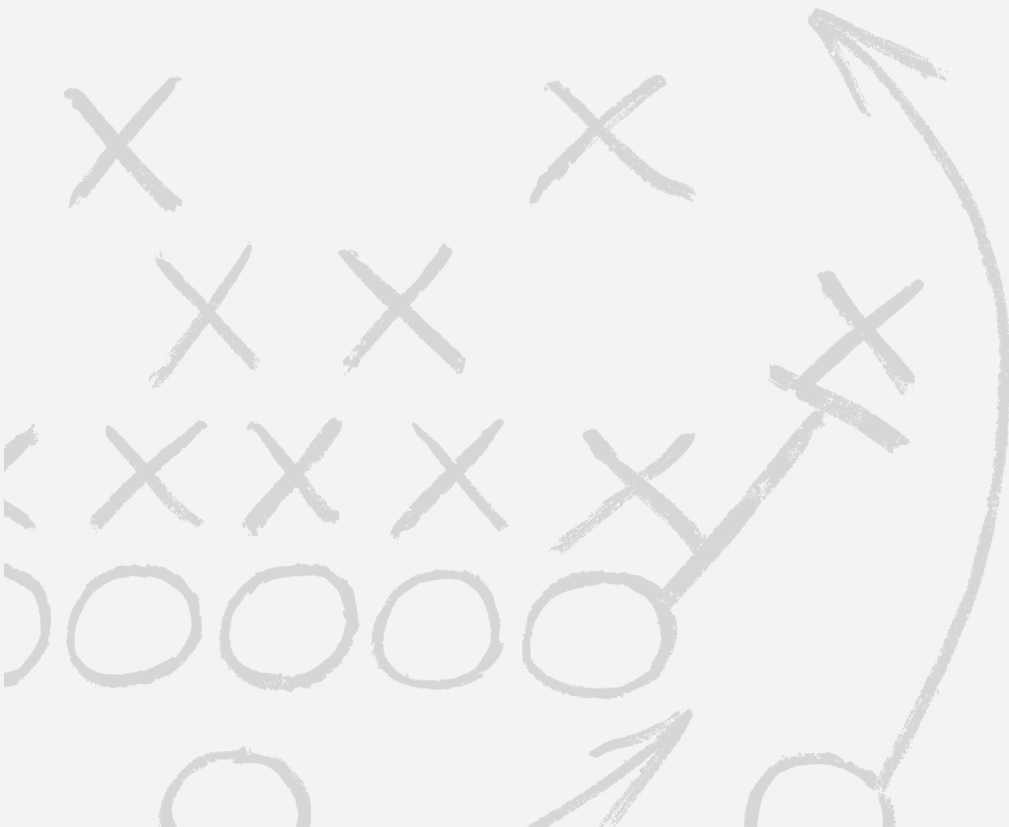
a plan of action or policy designed to achieve a major or overall aim.

## Asset Strategy Management Defined

---

Asset Strategy Management (ASM) is a best practice approach to managing your asset strategies, organization-wide. It is a process, that is enabled by people, technology and data, to connect physical assets and independent plants and sites to a central system, allowing you to effectively develop, implement, maintain and optimize asset strategies.

Implementing an ASM program ensures that optimal strategies are always deployed, quickly and efficiently, to all assets, across your whole operation. It will deliver performance improvements through increased Reliability and the reduction of failures, downtime and risk, and consequently, a lower cost of operations, helping you to achieve your business performance goals.

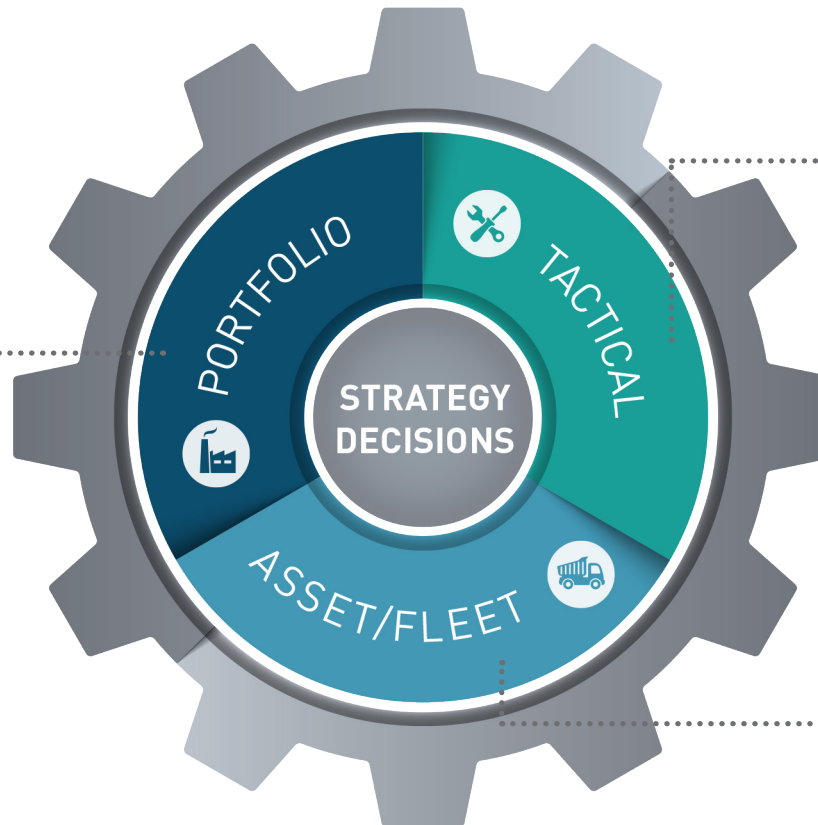




## What does *strategy management* cover?

### PORTFOLIO:

Optimization of budget allocation for a portfolio to maximize value given the financial and resource constraints.



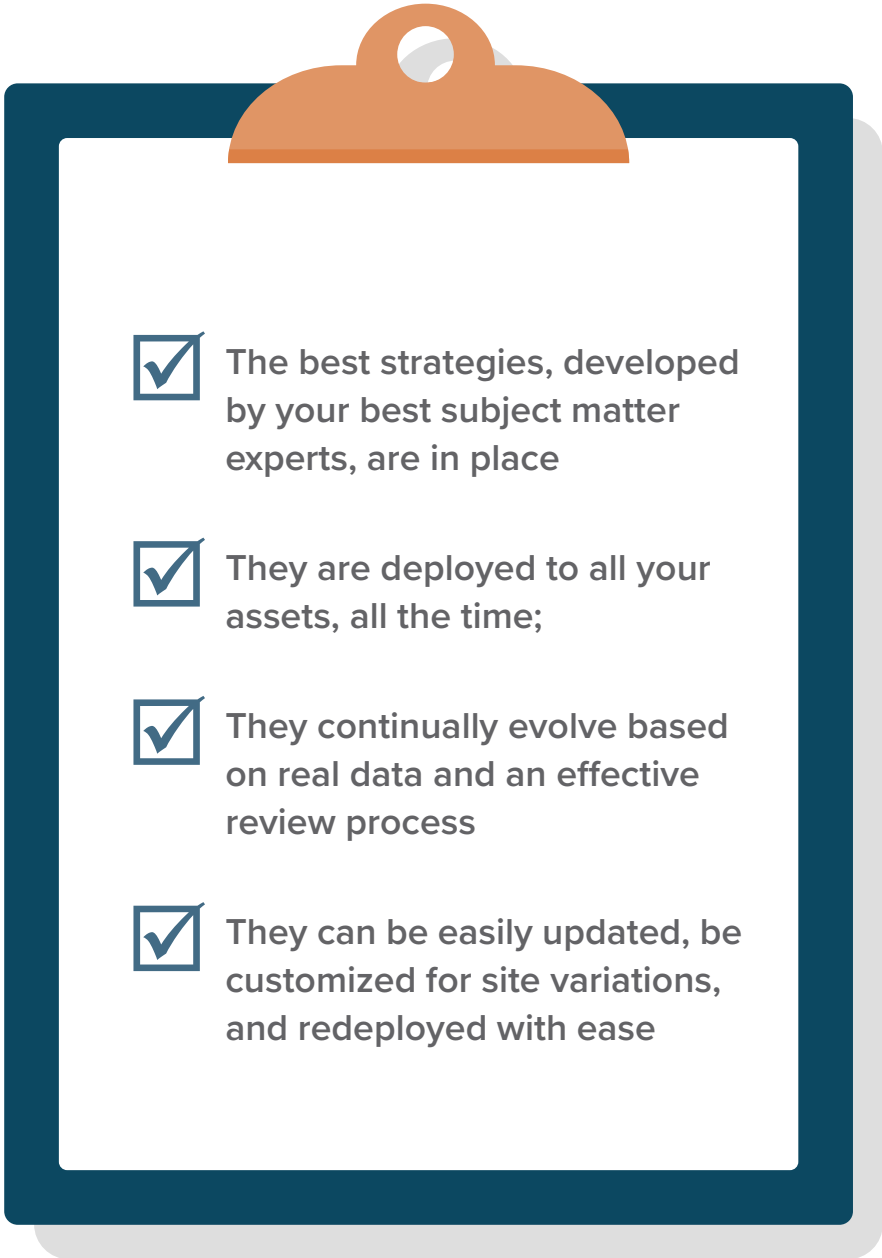
### TACTICAL PLANS:

The maintenance plans that will be executed. Including the tasks to be performed, when they are done, how they are done, who does them, materials required.

### ASSET/FLEET:

The decisions made at an asset level such as major component or asset replacement ages, major shutdown or system outage schedules.

In short,  
**Asset Strategy Management**  
means that:

- 
- ☒ The best strategies, developed by your best subject matter experts, are in place
  - ☒ They are deployed to all your assets, all the time;
  - ☒ They continually evolve based on real data and an effective review process
  - ☒ They can be easily updated, be customized for site variations, and redeployed with ease

# ASM and your Enterprise Asset Management infrastructure

---

## ASM and Work Management

Work Management is a well-established, integrated process, supported by software, that has been implemented into most mid to large scale organizations to help schedule work more efficiently, to meet consumer needs and to utilize assets and evaluate performance.

Given how embedded the work management process is in many organizations, there is a tendency is to focus on maintenance execution alone, in the belief that reliability will improve. To improve execution, the focus is placed on the work management process, work management KPIs, and Master Data and as a result an organization can realize benefits due to shorter outages and increased availability and production.

However, inconsistent or sub-optimal strategies are still executed, which can hamper performance and lead to variable results, continued under-performance, and significant failures and outages.

Essentially, most organizations are trying to deliver Reliability through work management, instead of strategy management – yet they are entirely different processes with completely different objectives. The focus of an organization needs to differentiate between strategy management and work management.

**Work Management = Managing execution of work**

**Strategy Management = Managing the strategy that will be executed**

Think about it. Work management is all about executing tasks. Strategy management is all about deciding what tasks should be executed, when.

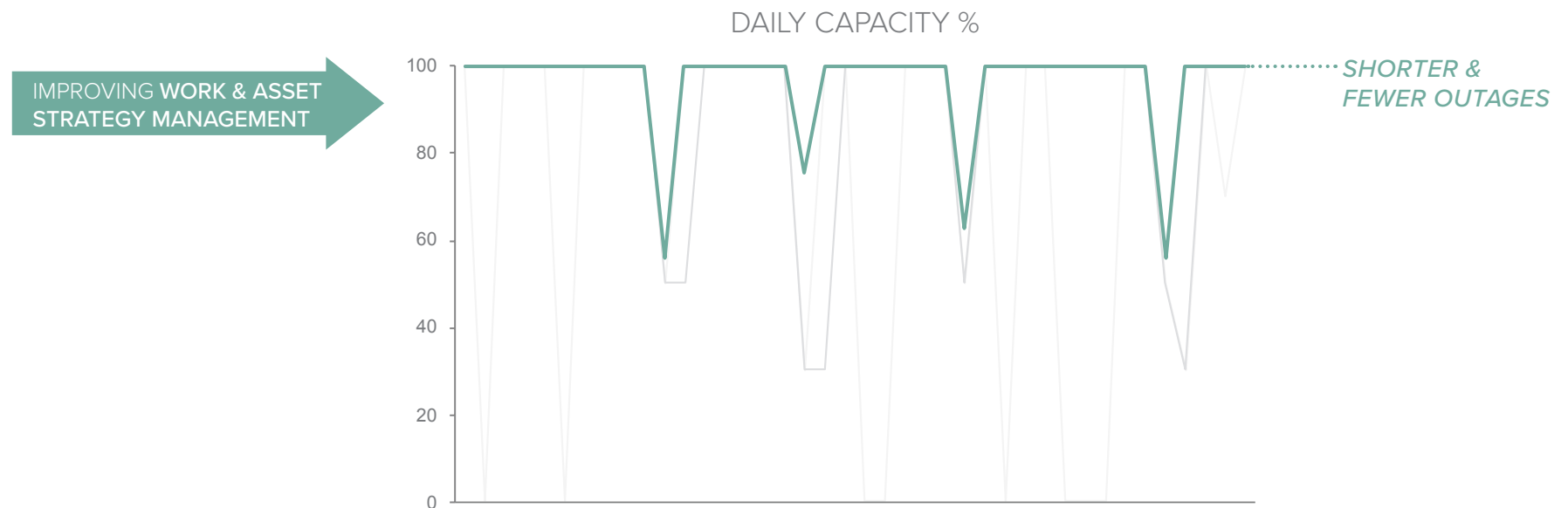
# World-class execution of a poor strategy won't deliver on operational objectives in a predictable consistent way.

Let's look at what happens when you focus on *improving work management*. The mean time to repair decreases which is a good thing, however the mean time between failures stays the same as the core driver behind the performance has not been addressed through strategy review. When you focus on *Asset Strategy Management*, the mean time between failures increases which means less downtime, and increased availability and productivity.



## World-class execution of a poor strategy won't deliver on operational objectives in a predictable consistent way. (cont'd)

Focus on improving both processes **TOGETHER**, will see the overall performance improvement of **shorter** and **fewer** outages.







# ASM and Asset Performance Management (APM)

---

APM maintains asset health and condition by monitoring current conditions or current performance data, and then issuing alerts when an intervention is required.

APM has been growing momentum in the market place due to recent technological advancements and a subsequent reduction in cost to implement. With these tools becoming more affordable, it makes it easier for organizations to adopt APM. But it's important to note that these monitoring tools are unable to manage strategy.

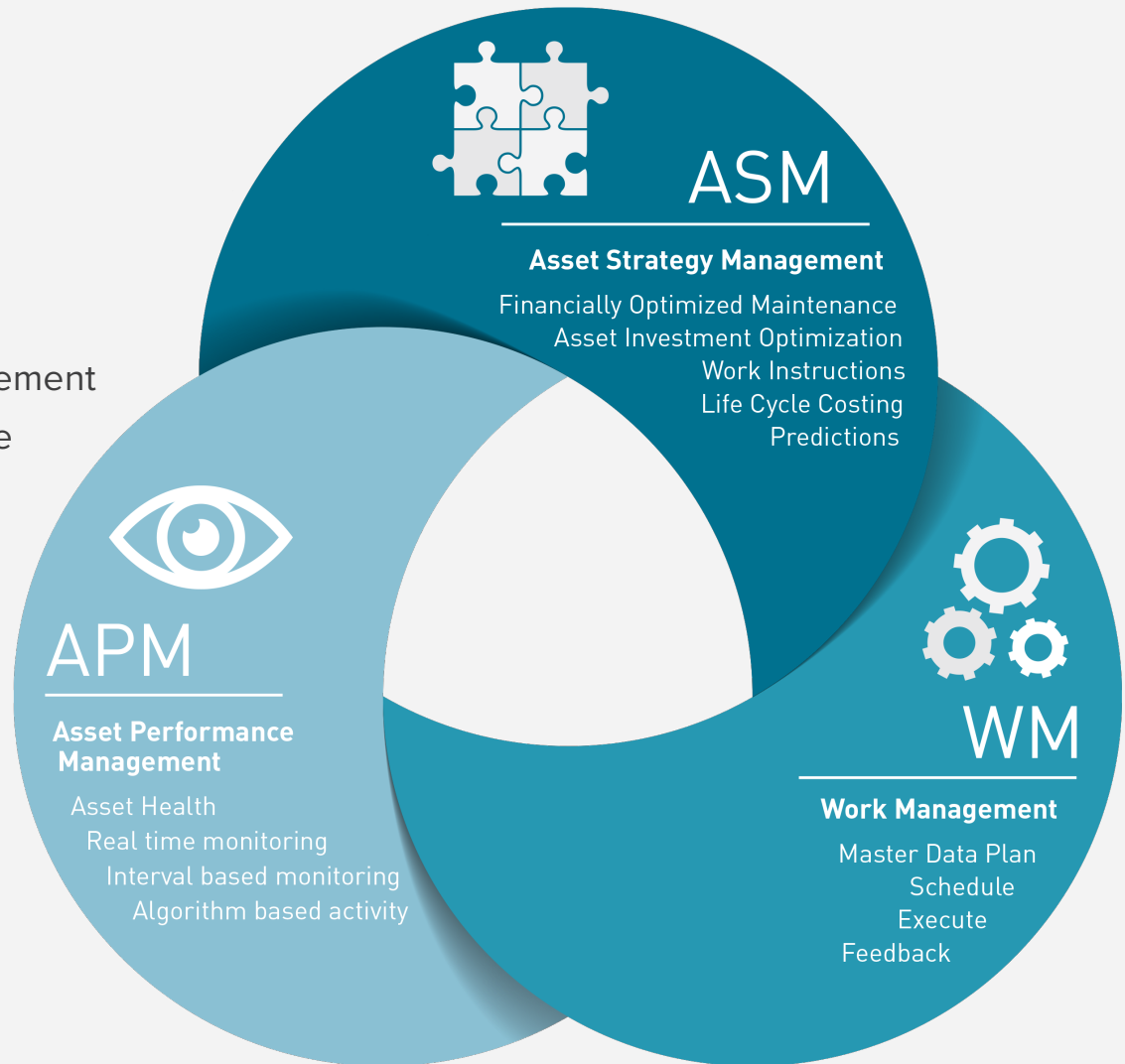
Together, ASM, APM and Work Management sit alongside one another to make sure that routine maintenance strategies and whole of life asset strategies are best-in-class and aligned to business performance requirements.

**Asset Performance Management = Monitors asset health and condition and alerts when remedial action is required**

**Asset Strategy Management = Manages the strategy to maintain asset health**



Together, ASM, APM and Work Management sit alongside one another to make sure that routine maintenance strategies and whole of life asset strategies are best-in-class and aligned to business performance requirements.



If it's your job to develop and deploy reliability strategies to maintain healthy assets and equipment at the lowest cost to your business — **this is your ultimate guide.**



## Interested to keep reading?

---

### This comprehensive guide covers:

|   |         |
|---|---------|
| <b>Part 2</b> - Making the Case for Asset Strategy Management .....     | page 16 |
| <b>Part 3</b> - How to get started with Asset Strategy Management ..... | page 26 |
| <b>Part 4</b> - Building your Asset Strategy Management Program .....   | page 42 |
| <b>Part 5</b> - Leveraging excellence and continuous improvement .....  | page 54 |

ACCESS FULL VERSION

**NORTH / LATIN AMERICA**  
P: +1 512 795 5291

**AUSTRALIA / ASIA / NEW ZEALAND**  
P: +61 3 5255 5357

**EUROPE / MIDDLE EAST / AFRICA**  
P: +44 1344 747 476

North America | Latin America | Europe | Asia | Africa | Australia