

Reflective Project Report

The transformation from a computerised maintenance management system to a mobile solution and web based graphical user interface for the control of maintenance regimes.

Module:	ACMA5009 – Group Project
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Abstract

This report contains the review of an improvement project that was carried out within Tata Steel Port Talbot. The project aimed to simplify the use of the company's Computerised Maintenance Management System for its employees which included the development of a web based graphical user interface. The report has research surrounding Maintenance Management Systems and appraises the project throughout including any problems incurred, and provides recommendations for improvement and ongoing development.

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Introduction

Initial Problem Statement

“With a focus on the Journey to Reliability and the requirement to comply with legislation, improvements must be made within the maintenance inspection and feedback process within SAP. Opportunities to improve must be investigated to not only identify efficiencies but to get maintenance personnel engagement” [1].

Overview

In Tata Steel Strip Products (TSSP), many of the company's processes are controlled by using a Computerised Maintenance Management System (CMMS) with the brand name SAP. These processes range from stores inventories, payroll and maintenance management. The SAP system has historically been reported by users unintuitive and time consuming activity to use through the working day. This system requires users to be trained to an appropriate level to carry out activities known as transactions that their job role dictates and this can be a challenge for users with limited IT skills. In addition to this there is the challenge of varying levels of accuracy during reporting of work activities that have taken place, which causes inconsistent planning for further maintenance activities. These problems have clearly been an issue throughout the industry as there are a number of third party companies supplying user friendly interfaces with SAP, however, these third party programs come at great cost and do not provide the full solution the company required.

The project that is being reflected upon addressed the issues discussed, and aimed to provide a user friendly, mobile solution for the workforce within TSSP. This was the first inception of My Asset Manager (MAM) which allowed employees to easily and quickly create notifications for maintenance, manage work execution and view their daily workloads. More importantly, this new platform allowed less experienced users to navigate their daily maintenance tasks. Further to this, MAM enables managers to quickly see a snapshot of their applicable maintenance data over the timeline they choose. This allows management to greatly improve their visibility of any missed maintenance and new notifications raised. The interface allows for visual enhancements in the form of graphs which are can be easily shared and discussed during daily meetings. The project also aimed to provide the mobile element which comes with challenges of its own. This would allow maintenance teams to provide real time feedback on their work carried out. This portion of the project relies on building a reliable Wi-Fi network throughout the steel work's and providing teams with a mobile tablet or device to feedback their work logs.

First and foremost, from this project, I want to gain a greater understanding and an in depth knowledge of CMMS and maintenance management/process flows. In my review of the project I want to learn from the areas of improvement that I may identify so it can be carried through into my own career. Lastly, depending on a fruitful outcome of this review project, there may be some suggestions that could improve the current system which would obviously be of great benefit to the company and myself and will be conveyed to the project team.

Research

CMMS Evolution

CMMS are used worldwide to manage and maintain a company's assets with anything from staff, buildings, machines, maintenance or processes. "Maintenance is now generally accepted as a means to gaining additional control of operational budgets and of greatly increasing the company's bottom line. Considering maintenance costs can make up to approximately 40%-50% of operational budgets in capital expensive industries, the reduction of maintenance costs is both impressive and a necessity" [2]. This shows the clear benefits of having an organised, well planned maintenance regime within any company to provide a competitive edge and to give the production assets the maximum amount of 'up time'. Stable and more efficient production rates will always create a larger profit margin, especially when it applies to areas like the Port Talbot steel works with energy intensive assets with large margins of heat loss. This is where CMMS comes into the maintenance regimes and is a tool for managing these assets.

CMMS was first developed in the 1960s and were initially aimed at documenting, standardising and verifying manufacturing processes. The initial series of CMMS that were produced were predominantly adopted by larger, more financially robust companies who could afford the hardware and technology to run such demanding programs. Over the years, computing technology has advanced at a fast rate and in turn driving costs down making the CMMS software more accessible to smaller companies. CMMS has taken a number of distinguishable leaps in the last fifty years; these are broadly broken down into seven generations. The first is the punch card generation. This is where the machines would read punch cards that had been used by the technicians and these would then be read by the machines. In a similar vein, the second generation was comparable to the first, apart from the use of a different media for input. The 1980s saw the third generation appear and this was where only very large companies could adopt the technology. However though, the data was required to be input by a technician on small green screen computers and was very labour intensive. In the 1990s, technology made a larger stride and along with it CMMS; this was the fourth and fifth generation. This generation expanded access to more users with a more graphically user friendly interface and the familiar look known today (see Figure1).

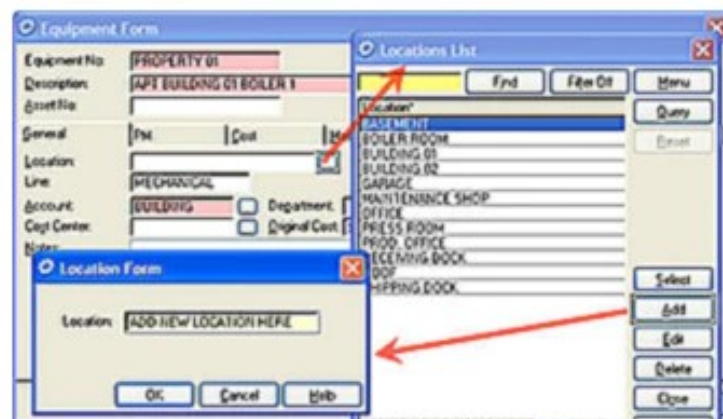


Figure 1 - <https://www.americanmachinist.com>

The issue with this generation is that all the users had to log in from the same premises as the programs were hosted on local area networks/servers and had very limited functionality, such as no costing or work order history [3].

The fifth and sixth generation CMMS were browser based programs that could be accessed from any point in the world with an internet accessible phone, tablet or computer. This offered far more flexibility for more spread out companies and individuals such as broadband technicians. This way the technicians could view the work load each day and plan their work ahead of schedule. The last and most current generation are cloud based programs that offer CMMS to the larger market no matter if the company is large or small. "In a Cloud CMMS environment, each customer simply customizes the CMMS for his or her needs by adding or removing modules, with the click of a button, and with no need for expensive consultants to tailor and implement the CMMS. Additionally, cloud-based software is more secure, more reliable and more affordable. The application is stored on multiple devices on a virtual server, which means if one piece of hardware fails, another kicks in seamlessly with no loss of service. Upgrades are a hands-off process and happen automatically at defined intervals. And as everyone is on the same hardware and software, it costs the CMMS vendor less to manage, so savings can be passed on to the customer" [3].

Alongside this evolution of CMMS there has been a number of companies that have joined the competitive market and some of these are:

1. Neptune Client (Absoft)
2. IFS
3. Mainpac
4. E SPIRIT IT
5. Real Asset Management (Track5000)
6. FLEX (Asset Manager)
7. Overcast (SharePoint)

[4]

Each of these companies has their own unique selling point and marketing strategy, however, they all offer the same basic product which is cloud based asset management and these products come at a price, hence another driving force for the internally designed system by Tata engineers.

CMMS Implementation and reasons for failure

The competitiveness of the industrial world has forced companies to improve the overall performance and efficiency of their business. In order to have a world class maintenance strategy and in turn improved reliability and production, then it must be supported with the best sources of information. The CMMS is a powerful tool for obtaining useful information from raw data which helps support the decision making process around a company's assets [5]. Traditionally, a run to failure maintenance regime was adopted, but this would not work with the CMMS system. A company must be ready to adopt the CMMS system and as a minimum should be at a proactive maintenance level as can be seen in figure 2.

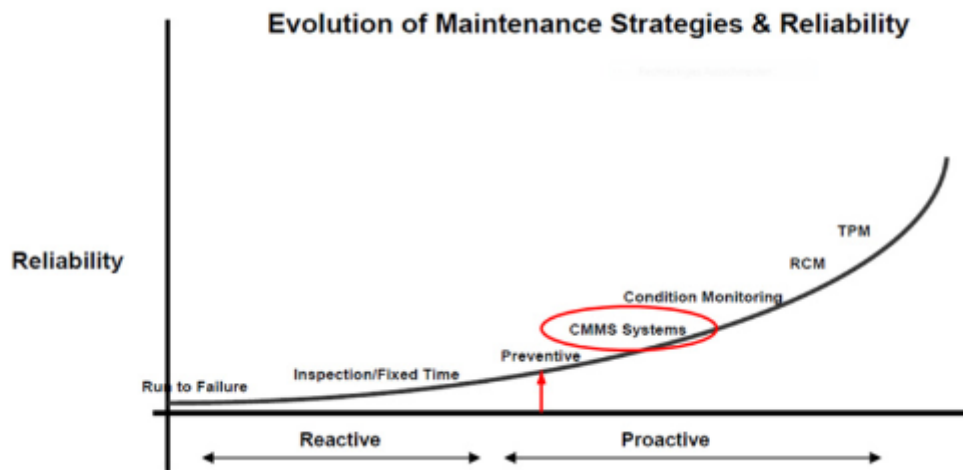


Figure 2 – Evolution of maintenance strategies [6]

The reason that it is essential that the company has a preventative maintenance strategy in place is because “a proper work flow that describes all steps of this strategy is the basis for implementing the CMMS as a tool that will give good value to all departments and at the end a measurable added value to the company” [6].

There are a number of reasons as to why the failure of the implementation of a CMMS occurs:

1. Attempting to implement a new maintenance management strategy and the associated processes and tools such as a CMMS to an organization that is not “ready”.
2. Believing that the CMMS is the “strategy” rather than one of the “tools” to facilitate effective implementation of the Maintenance Management Process.
3. Inadequate IT infrastructure. The failure to ensure that IT related issues are resolved. (e.g. poor network capacity and speed demotivate people quickly).
4. The failure to sell the benefits of the CMMS to senior management & hence sustain their support over the often long duration of the implementation.
5. The failure to understand the need for a well-designed “change management” process.
6. Inadequate resources to carry out the implementation.

[6]

At the second stage is where the misunderstanding of the CMMS causes the issues with implementation. A company believes that the CMMS will move the company ‘forward’ in their maintenance regime and carry out their functions. However, the CMMS is only the tool that can aid them in their journey for this and it is a tool that is

required to be used correctly in order for it not to be a hindrance. The third stage is a far simpler reason for failure. In essence, it is the lack of the technology to carry the system well enough to be functional. This could be internet connection, hardware or access terminals. All of these issues will demotivate people from using the system. The fourth failure mode is that management may not fully understand the benefits of the system and this is more of an awareness problem. This failure mode can be quickly overcome by adopting the correct change management model where senior managers lead the way in the use of the new system. It is essential that realistic timeframes are also made clear during this phase. Similarly, the fifth mode lies with the change management model. This is where craftsmen don't see the need for the change and therefore resist the new systems or they have unrealistic visions of the system. If this happens, the lack of correct data input can give a misleading perspective to the data output and can also discourage use. Finally, resources required can be massively underestimated as it takes an immense amount of work to gather the initial data for a CMMS setup and implementation. Once again, to reiterate the previous point, if the data input is sporadic and inaccurate then the system will not perform at its best with consistent results [6].

Internal (Tata statistics, SAP program use, MAM use etc)

This portion of research will focus on the Tata processes that are required to create maintenance notifications and work orders. This research will give a good understanding on the time saved with the implementation of the new systems. Tata Steel Strip UK (TSSP) has a very large number of users utilising the SAP system, and there are clear wide ranging benefits to getting the most out of the current CMMS system. In excess of 790,000 work orders per year are made up of approximately 170,000 emerging work orders derived from notifications and approximately 620,000 preventive work orders. Each of these orders has been created manually going through the individual SAP screens which is a time consuming process. The new MAM process has identified approximate time savings of 48% - 81% compared to using current SAP systems [1] (see graph in appendix 2). In the SAP system, tests were completed, and it currently it takes an average of three and a half minutes to feedback a work order, going through 9 different screens (see appendix 3 for an example). The reduction in time with MAM is greatly attributed to its simplification of the SAP screens and correct use of the maintenance execution process within the Company Asset Management Framework (CAMF).

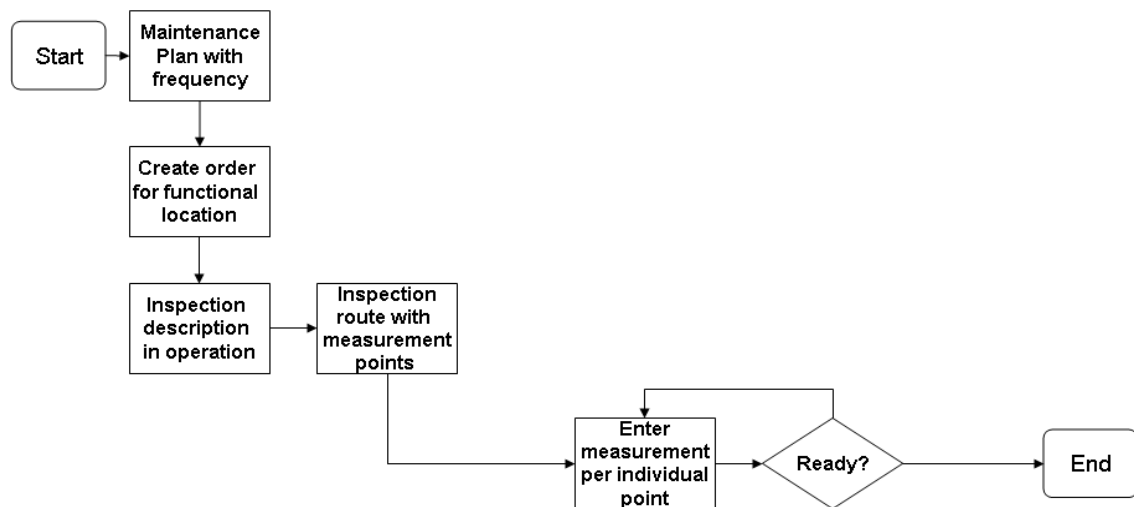


Figure 3 – Obtained from GIS Solution Group, RF17197

The maintenance execution process that can be seen in figure 3 has been encapsulated within the new MAM system and ensures that each step is engaged and carried out but in a far simpler interface as can be seen in figure 4.

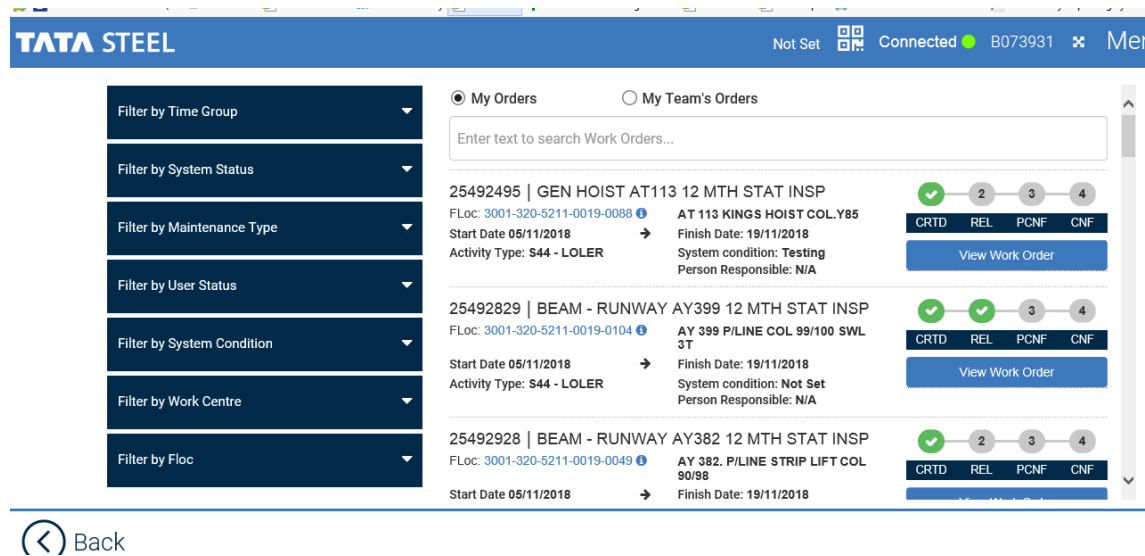


Figure 4 - My Asset Manager screenshot

The MAM screen is modern, easy to navigate and an improvement on the older SAP interface. People have an easily accessible filter option and can access their work orders with very little searching due to having your work load automatically allocated to your personnel number. Overall the new system has made improvements in many departments, however, the full range of changes will be discussed and appraised in the next section of the document.

Project Analysis Points

The project will be analysed for its success factors by 4 key areas. The key indicators are:

1. Performance – Has the project met its original targets?
2. Schedule – Did the project stay on its planned timescales?
3. Cost – Did the project deliver its expected cost savings?
4. Customer/Team satisfaction – Were the users happy with the product?

These 4 key areas will combine to give the overall success of the project and will be analysed in the Discussion and Conclusion sections.

Discussion

It's clear to see from numerous research articles that CMMS has a positive impact on a business, providing that it is implemented and used correctly. In a study carried out, it can be seen that companies who use CMMS have a 28% increase in productivity, 20% reduction in downtime, 19% saving in the cost of materials and a 17% reduction in inventory and maintenance repair. The average time scale for a CMMS system to pay itself back was 14.5 months [7], which taking into account the initial project for the correct use of SAP/MAM was started in 2014/15, that should have allowed enough time for the software to pay dividends. However, this has not been the case. The setup of MAM was to extract the best use out of SAP so that data was wholesome and credible, providing the best possible results for the maintenance execution. In order for this to happen, the system required a large number of people using the system. Unfortunately, the uptake on the system was not as great as expected and this was mainly down to two reasons. The first reason was the availability of the mobile tablets to provide the mobile solution. This was one of the original main selling points; immediate on the job feedback. The original MAM design was only focused at inspectors, so the size of the target audience was small and became an issue that was magnified. It was difficult to reach and communicate with maintenance inspectors, so the main channels of communication became through maintenance planners and area engineers who were not convinced MAM had the functionality they required, such as building orders, creating maintenance plans etc. This then gave engineers cause for complaint as they had to use two systems (MAM and SAP). This therefore didn't drive the individuals to communicate information about MAM to their teams. This issue has now been addressed and MAM has been developed with additional functionality to create and manage orders, create maintenance plans as well as the additional scope of creating and managing notifications. This has now created a wider audience for the program and a more positive outcome.

Next we can look at costs. The project stated that circa of £500k could be saved with the mobile solution of tablets on the job. This would save the engineers time of having to return to their office to feedback completed work. This time saving was very much based on the use of the mobile solution and not just the new and improved MAM system. The issues that were not originally identified were cost of the tablets required and difficulties procuring alternatives due to working with the internal procurement team and their processes. A survey was conducted by the specialist engineering team to gauge the success of the project and usability which can be seen in appendix 4. The survey shows that just under 26% use the program MAM which is a low adoption and not sustainable for the initial outlay of costs. If we factor this into the calculations in appendix 1, then the actual cost saving was circa £131,037. Taking into account this included the mobile solution which was not adopted, and with MAM well below what was initially predicted. Other company initiatives such as weathering the storm and extended financial issues also caused a lack of financial input and a lack of trust in the new process, including inspectors being trusted to have a tablet caused concerns. It was originally hoped users could use their own devices like mobile phones etc but internal policies ended up blocking this option as all devices required additional TATA security.

If we look at the design and production of MAM, there were initial Issues with availability of suitable software at cost to the business and the technical expertise of developers in Process Control (in development software & knowledge of SAP). This had a ripple effect with the number of personnel required from the SAP development team and user testing team before launching. All of these factors had a part to play in the difficulties with the design, roll out and end product. Even with the difficulties in

obtaining the personnel required to develop the software, MAM has in fact simplified the use and created a far more user friendly interface for SAP that people can be familiar with.

In my personal opinion, if more research had been conducted surrounding implementing new software and CMMS, then many of the pitfalls identified could have been avoided. There has been clear reference to CMMS implementation problems within my research and these have been reflected in this project overall.

Conclusion / Recommendations

Overall, the project has had many learning points, misjudgements and successes, and it would be unfair and inaccurate to base the outcome of the project on a singular factor. It is clear that there has been a significant time saving on the feedback and creation of work orders compared to the original SAP system which could be considered a success and it was down to the original uptake of the software that tarnished this achievement. People within the business have very busy day to day roles and it is likely that teething problems and bugs with the original software could have discouraged users from adopting the software.

I have seen little evidence that there was a clear plan at the start of this project with strict timescales and defined goals and it is probable that there was a general goal which was dynamic in its nature. This developed positives and negatives given the fact the project was flexible to the needs of the user. A good example of this is the addition of extra features during the project, but it could be argued that without a set goal tasks may not have been clear. A clear failed section to the project has been the adoption of tablets for the user on site. There was a misjudgement of costs which created a barrier during difficult financial times and it was underestimated the number of users required to make the project an all-round success. Taking this into account, with the expenditure on personnel, program build, testing etc then financially it would appear the project has come in with a financial deficit (difficult to quantify due to privacy over financial matters within the company).

With the original research, there were a number of reasons as to why CMMS rollout fails within an organisation and it would appear that some are evident within this project. The concept of MAM was not rolled out with enough conviction and many people throughout the business were even unaware of the program or the access links and this is still the case today. In my opinion the company could have made better use of the original SAP system and created a more defined path to work order feedback and improved direction. This would have created more accurate and fulfilled feedback which results in quality data that can be analysed. The management of change in my opinion was not adopted correctly from the start of the project and this could have addressed some of the problems discussed here. For instance, modern management of change theories such as the ADKAR model illustrate the need for individuals to be aware and accept the change in order to support the change [8]. An option to increase the uptake on the new software would be to limit the functionality of the original SAP interface which would in turn force users to use the more modern system of MAM. However, this clearly contradicts the change management theory that has been previously discussed and could cause other unwanted behaviours with staff.

To conclude and to re visit the original analysis structure, it would appear that the financial side of this project was not met mainly due to use of the program, and it has been difficult to analyse timescales due to lack of evidence, but taking into account the duration of the project, this would also appear to have ran over timescale. When analysing against the original targets of the project, there has been clear time saving with feedback and the usability has been vastly improved compared to the older SAP system. The graphical user interface is easy to read and understand and falls in line with modern familiar systems and programs.

The initial problem statement was "With a focus on the Journey to Reliability and the requirement to comply with legislation, improvements must be made within the maintenance inspection and feedback process within SAP. Opportunities to improve must be investigated to not only identify efficiencies but to get maintenance personnel

engagement" [1] and with this statement the fact should be highlighted that improvements have actually been made and opportunities to improve have clearly been investigated and to that end I would consider it a success in relation to the problem statement.

Glossary

CAMF – Company Asset Management Framework

CMMS – Computerised Maintenance Management System

Journey to Reliability – A Tata Steel initiative to improve the plant reliability using statistics from SAP

MAM – My Asset Manager, the program created for the Tata workforce to ease usability.

Notifications – Notifications are created within SAP

Process Control – Department within TATA

SAP – The CMMS program used by Tata

Transactions – Are activities carried out in SAP such as raising a notification

TSSP – Tata Steel Strip Products UK

Weathering the storm – Cost saving initiative by Tata Steel

Work Orders – These are created from all notifications raised and are essentially work to be carried out

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- [2] P. Potes Ruiz, B. Foguem and B. Grabot, "Improving Maintenance Strategies from Experience Feedback," in *7th IFAC Conference on Manufacturing Modelling, Management*, Saint Petersburg, 2013.
- [3] K. Bagadia, Computerized Maintenance Management Systems Made Easy, New York: McGraw-Hill Education, 2010.
- [4] D. Bertolini, CMMS Explained Made Simple, N.p.: Reliabilityweb.com, 2012.

Appendix

1)

Calculation for cost and time saving (from business case).

$790,000 \times 3.5\text{mins (Av SAP time)}/60 = 46,083 \text{ total hours}$

$46,083 \times 48\% \text{ saving} = \mathbf{22,120 \text{ hours}}$ avoided

$22,120 \times \text{£}23.70 \text{ (Av SAP hourly rate)} = \mathbf{\text{£}524,244}$ Cost avoidance

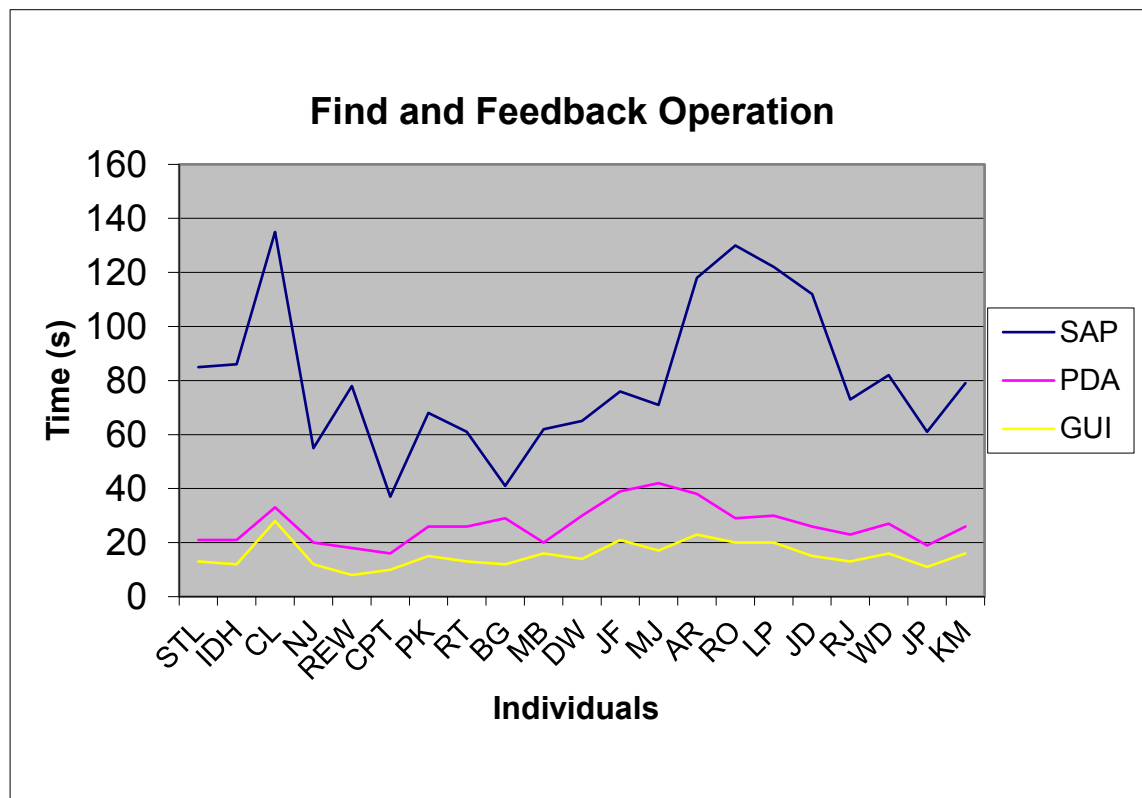
Calculation based on actual take up of MAM.

$205,400 \times 3.5\text{mins (Av SAP time)}/60 = 11,981 \text{ total hours (based on 26\% of use)}$

$11,981 \times 48\% \text{ time saving} = \mathbf{5,751 \text{ hours}}$ avoided

$5,751 \times \text{£}23.70 \text{ (Av SAP hourly rate)} = \mathbf{\text{£}136,037}$ Cost avoidance

2)



Data gathered by The Cube team at Tata Steel Port Talbot.

3)

SAP Easy Access

Navigation icons: Home, Favorites, Recent, Search, Print, Help, etc.

Favorites

- Work orders
 - IW37N - Change Orders and Operations**
 - IW45 - Cancel PM Order Confirmation
 - IW43 - Display PM Order Confirmation
 - IW38 - Change PM Orders
- Task Lists
- PM Orders
- Maint plans + manual call
- DIR filing
- Notifications
- ZMITOP - Transaction ZMITOP

SAP menu

- Office
- Cross-Application Components
- Organization
- Logistics
- Accounting
- Human Resources
- Information Systems
- Tools
- WebClient UI Framework
- Enhancements

Change Orders and Operations: Selection of Orders and Operations

Address Search Settlement Receivers Prod. Resources/Tools Customer Fields

Order Status: ☒ Outstandin ☒ In process ☐ Completed ☐ Historical Selection Profile

Order Header General/Administration Loc/Acct Assignment **Operation** Dates Miscellaneous

Order Header

Order: [] to []
Order Type: ZUM1 to []
Functional Location: [] to []
Equipment: [] to []
MRP Controller: [] to []
MRP area: Plant: [] to []
☐ Add Operation 0000

Assembly: [] to []
Material: [] to []
Serial Number: [] to []
Addit. device data: [] to []
Notification: [] to []
Main work center: [] to []
Plant work center: [] to []
Period: 06.05.2021 to []
Partner F: []
☐ Incl.object list

Change Orders and Operations: List of Orders and Operations

Order Individual confirmation Cust functions

Bec start	SchedSta	Revision	Order	PG	Description	OpAc	Operation short text	SysStatu
05.11.2019	00:00:00	68F-UTI	25492495	68F	GEN HOIST AT113 12 MTH STAT INSP	0010	GEN HOIST AT113 12 MTH STAT INSP	CRTD M/
00:00:00	68F-UTI	25492829	68F	BEAM - RUNWAY AY399 12 MTH STAT INSP	0010	CARRY OUT INSPECTION AS PER SPECIFIED	REL NM	
00:00:00	68F-UTI	25492928	68F	BEAM - RUNWAY AY382 12 MTH STAT INSP	0010	BEAM - RUNWAY AY382 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25492945	68F	GEN HOIST AJ260 12 MTH STAT INSP	0010	GEN HOIST AJ260 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25493353	68F	BEAM - RUNWAY AY398 12 MTH STAT INSP	0010	CARRY OUT INSPECTION AS PER SPECIFIED	REL NM	
00:00:00	68F-UTI	25493387	68F	GEN HOIST AJ259 12 MTH STAT INSP	0010	GEN HOIST AJ259 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25493781	68F	BEAM - RUNWAY AY355 12 MTH STAT INSP	0010	BEAM - RUNWAY AY355 12 MTH STAT INSP	CRTD M/	
12.11.2018	00:00:00	68F-UTI	25512250	68F	GEN HOIST AJ224 12 MTH STAT INSP	0010	GEN HOIST AJ224 12 MTH STAT INSP	CRTD M/
19.11.2018	00:00:00	68F-UTI	25531945	68F	BEAM - RUNWAY AY319 12 MTH STAT INSP	0010	BEAM - RUNWAY AY319 12 MTH STAT INSP	CRTD M/
11.02.2019	00:00:00	68F-UTI	25747347	68F	GEN HOIST MT56 12 MTH STAT INSP	0010	STOVES HOIST MT56 12 MTH STAT INSP	CRTD M/
00:00:00	68F-UTI	25747616	68F	(Y) CRANE - EOT AA30 STAT INSP	0010	SVP/RA FOR STORES STATIC EQUIPMENT	CRTD M/	
00:00:00	68F-UTI	25748292	68F	EMERG BLEEDER MJ234 12 MTH STAT INSP	0010	EMERG BLEEDER MJ234 12 MTH STAT INSP	CRTD M/	
06.05.2019	00:00:00	68F-UTI	25973979	68F	BEAM - RUNWAY AY159 12 MTH STAT INSP	0010	BEAM - RUNWAY AY159 12 MTH STAT INSP	CRTD M/
00:00:00	68F-UTI	25974081	68F	GEN HOIST AT176 12 MTH STAT INSP	0010	GEN HOIST AT176 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25974255	68F	CRANE - EOT AA160 12 MTH STAT INSP	0010	CRANE - EOT AA160 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25974534	68F	BEAM - RUNWAY AY594 12 MTH STAT INSP	0010	BEAM - RUNWAY AY594 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25974535	68F	BEAM - RUNWAY AY901 12 MTH STAT INSP	0010	BEAM - RUNWAY AY901 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25974540	68F	BEAM - RUNWAY AY366 12 MTH STAT INSP	0010	BEAM - RUNWAY AY366 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25974811	68F	BEAM - RUNWAY AY701 12 MTH STAT INSP	0010	BEAM - RUNWAY AY701 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25974831	68F	BEAM - RUNWAY AY387 12 MTH STAT INSP	0010	BEAM - RUNWAY AY387 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25974862	68F	BEAM - RUNWAY AY940 12 MTH STAT INSP	0010	BEAM - RUNWAY AY940 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25974864	68F	BEAM - RUNWAY AY703 12 MTH STAT INSP	0010	BEAM - RUNWAY AY703 12 MTH STAT INSP	CRTD M/	
00:00:00	68F-UTI	25975136	68F	CRANE - EOT AA161 12 MTH STAT INSP	0010	CRANE - EOT AA161 12 MTH STAT INSP	CRTD M/	
13.05.2019	00:00:00	68F-UTI	25993177	68F	GEN HOIST AT70 12 MTH STAT INSP	0010	GEN HOIST AT70 12 MTH STAT INSP	CRTD M/
20.05.2019	00:00:00	68F-UTI	26012109	68F	BEAM - RUNWAY AY946 12 MTH STAT INSP	0010	BEAM - RUNWAY AY946 12 MTH STAT INSP	CRTD M/

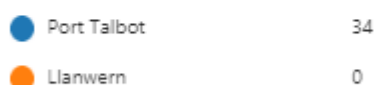
4) E-Mail communication on feedback questionnaire from Gary Davies (Asset Information Manager SAP)

All,

Further to the email sent below I would like to thank all the individuals who took the time to provide feedback. To date, we've only received 34 replies from a potential 82 (All are from the Port Talbot site where SAP was rated 7.7 as a system and where 82% of people felt it gave them the functionality to carry out their job efficiently. (see visuals below)

1. Location

[More Details](#)



4. How would you rate SAP as a Maintenance Management system on a scale of 1-10?

[More Details](#)

[Insights](#)

34
Responses

7.71
Average Number

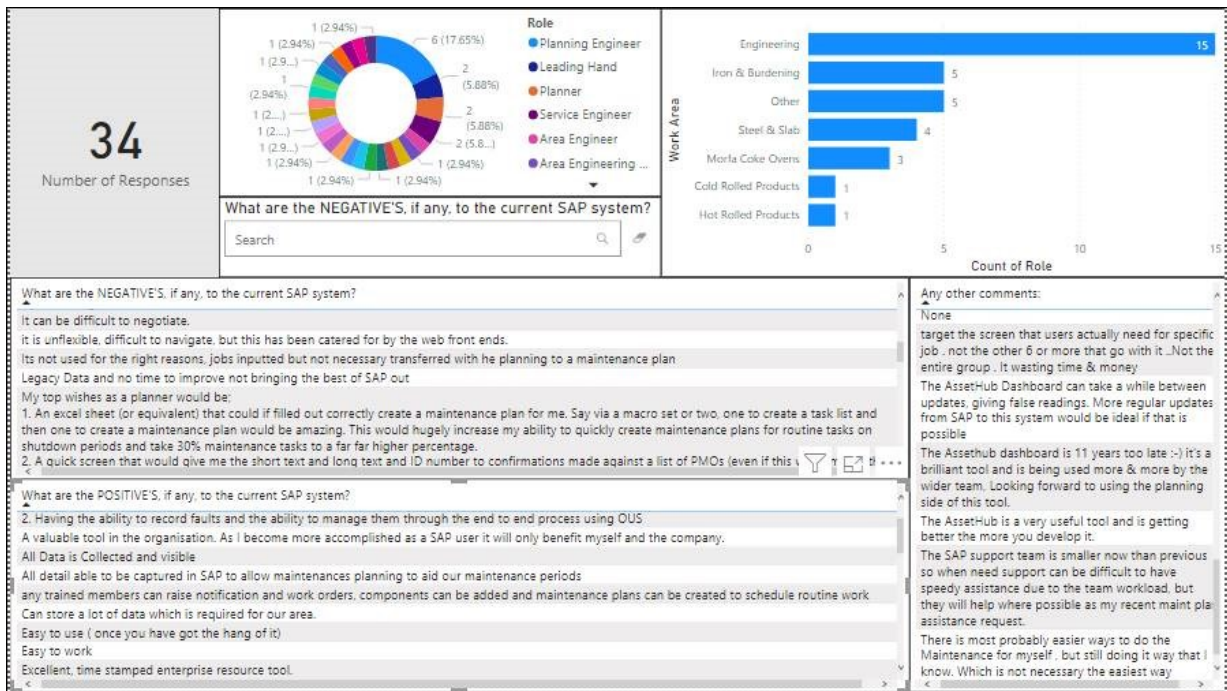
7. Does SAP currently give you the functionality to carry out your job efficiently?

[More Details](#)

[Insights](#)



We've further analysed the feedback, looking for potential improvements and we have summarised our finding's below based on recurrent themes within the feedback comments. I have also added comments in relation to each point.



Summary

1. SAP Speed – e.g. data extraction is slow and errors occur when running certain transactions.

Were already aware of this issue. This has already been escalated to IT and SAP consultants have found a potential fix which is currently being tested in the SAP testing environment. If all goes well this should hopefully be transferred to the live system by the end of the month.

2. SAP Not User Friendly – e.g. poor front end and various transactions that are difficult to navigate.

This has been a common theme over the years and the current SAP system although not user friendly has recently been simplified via the notification enhancement released in June. We'll be addressing improvements in work orders in due course and a maintenance plans enhancement is due for release in the new year. However, we've already spent time and resource improving applications such as My Asset Manager (MAM) and Assethub. Looking at the responses below a lot of you don't use these (79% don't use MAM / 59% don't use Assethub) so I'd suggest you click on the links below to investigate into these further, as I believe these could help you manage your workload more efficiently. If you need an overview then please get in touch with a member of the SAP team or SME for Maintenance Execution for help

[Assethub](#)

[Assethub Marketing Video](#)

[MAM](#)

[MAM Demo](#)

10. Do you use My Asset Manager (MAM) to manage the maintenance execution process?
<http://ptbmyeng-web-pr.portalbot.pcswwales.corusgroup.com/Account/Login>

[More Details](#)
[Insights](#)


11. Do you use AssetHub to give you quick access to information within SAP?
<http://1.66.83.27/engineering/MCRS/SiteDashboard.php>

[More Details](#)
[Insights](#)


3. Training – e.g. refresher training especially on maintenance plans.
 Looking at the data on training, the majority of users have not had training for over 3 years. There were also comments in relation to maintenance plans refresher training also.. Coaching is also available via virtual sessions and from the AMO Team. I would also utilize the [SAP training portal](#) which is full of training manuals and video tutorials. We're currently running virtual training sessions during the pandemic so If you do feel that you need some refresher training then please contact a member of the SAP Team.

9. When did last you receive any training on SAP?

[More Details](#)
[Insights](#)


4. Efficient Tools to speed up process – e.g. scripts for creating maintenance plans

We've currently reviewed these requests. Like I said earlier, MAM & Assethub are tools that can help you here. We've also taken your feedback on board and agree that a tool to create maintenance plans quickly is a step in the right direction. We're now looking into building this facility into MAM, where hopefully the process can be managed via a front end and from within one screen easily. Business case has already been sent to process control this week requesting allocated resource to build in the new year.

To conclude, I hope this answers some of your questions and proves that we take your feedback seriously. If you still haven't responded, please continue to do so as your feedback is invaluable to help us improve the current systems/process.

Kind regards,

Gary Davies

Asset Information Management Manager SAP
Specialist Engineering

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