

## What we have found elsewhere

- Non alignment between corporate, business unit and asset level strategies including absence of asset related Key Performance Indicators(KPIs)
- Unclear roles and responsibilities, authority and governance structures to facilitate clear asset lifecycle decision making
- Ineffective supply chain due to lack of adequate controls defined within outsourcing arrangements for asset management activities
- Lack of operational controls on asset creation/ acquisition, utilisation, maintenance, decommissioning/ disposal related processes
- Inadequate skills and training to staff on advanced asset optimisation techniques e.g. Reliability Centred Maintenance (RCM), Risk Based Inspection (RBI), etc
- Insufficient usage of asset information systems along-with other decision support tools to enhance planning and optimised decision making
- Questionable integrity of reports due to inefficient approach to capture and retrieve asset related data e.g. specifications, condition, performance, etc
- Unreasonable asset operations & maintenance expenditure levels and capital without considering techniques e.g. lifecycle costing
- Lack of a robust risk management process to identify and respond to, if necessary, any asset related failures causing business discontinuity.

## How have we helped our clients?

We worked closely with a utility sector client to assess existing practices to manage a multi \$bn portfolio of critical infrastructure assets. The client had already realised the need to improve the way it managed its assets due to increasing number of asset related failures not withstanding rising annual operational and maintenance spends. The client asked our team to review and provide an independent opinion on the maturity of its asset management practices and capabilities benchmarked with leading organisations and standards. Our review identified a number of issues for the management team and the Board leading to the development of a more effective asset management strategy and plan.

## Our team

Our multidisciplinary team in the Middle East includes **asset engineers, management consultants and finance/accounting specialists** with extensive experience across a range of infrastructure sectors including **water/wastewater, power, oil & gas, energy, transport, telecoms, healthcare, municipality and real estate.**



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## Capital Projects & Infrastructure

### Asset Management Maturity Assessment

The maturity of your asset management practices can optimise your business performance, risks, investment and costs

Asset Management Services



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**“Continuous review of your asset management capability and culture within your organisation is critical for achieving sustainable outcomes from your assets ”**



We work alongside asset owners, managers and operators at all stages of an assets’ lifecycle to help them optimise their asset related decisions.

Over the years it has been realised that continuous benchmarking and improvement of asset management practices have brought significant gains to numerous asset intensive organisations.

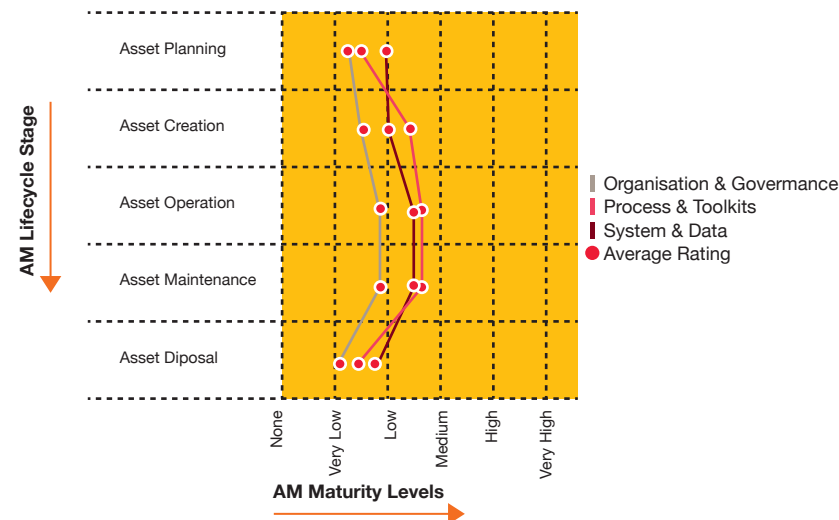
Assets can be mission critical, complex and often very expensive. Management teams and Boards therefore increasingly want an independent **Maturity Assessment** to assess the capability of their organisation to optimise and sustain the performance, risk, investment and costs related to their assets. This is particularly the case when the primary business of an organisation is to provide uninterrupted service to its customers by managing its assets effectively.

Asset owners and managers often choose to progress a Maturity Assessment, which typically take about 1-2 weeks, as a business case for a larger transformation program. This helps in adopting a more asset centric focus to their day-to-day business departing from the more traditional models.

## What we do

We provide a robust, independent, **objective and experience based** maturity assessment based on fixed dimensions across the asset lifecycle.

### Overall Asset Management (AM) Maturity Profile



We use a maturity scale, which indicates your organisation’s level of preparedness to manage the asset portfolio and shows you exactly where you need to focus and prioritise your organisation’s resources.

### Maturity Rating Scale

Maturity Rating	Description level of adoption of leading practices
Very High	Defined, Implemented & Best Class
High	Defined, Implemented & Optimized
Medium	Defined, Implemented
Low	Defined but not Implemented
Very Low	Partly Define and Partly Implemented
None	Not defined or Implemented

**“Our maturity assessment tells you what you need to fix and how to do it”**

The maturity scale also provides a high-level improvement plan identifying short, medium, and long term initiatives. The improvement plan can be standalone or can be integrated with an existing asset management strategy existing in your organisation. This strategy can help achieve the desired level of maturity of your organisation’s asset management practices over a period of time.

## Objective assessment

Our tried and tested Asset Management maturity assessments are objective and data driven, which means they can be applied across a range of asset classes consistently. The assessment adopts a collaborative approach and helps you and your stakeholders to identify and assign the maturity rating to each criteria based on a fixed scoring method.

Each lifecycle stage will be assessed separately with the relevant stakeholders within your organisation against the dimensions illustrated below. The stakeholders will have to present adequate supporting evidence to demonstrate efficacy of the existing practices.

### Maturity Assessment Dimensions

Organization & Governance	<b>Role &amp; Accountability</b>	<ul style="list-style-type: none"> <li>Clarity of role within the function</li> <li>Clear responsibilities of other parties defined to deliver the role</li> <li>Accountability for the output expected from individuals</li> </ul>
	<b>Resourcing, Skills &amp; Competence</b>	<ul style="list-style-type: none"> <li>Roles fulfilled by staff present &amp; estimated manpower plan</li> <li>Competencies / skills of staff as well as presence of training &amp; development plan</li> <li>HR policies - talent management, change management, etc</li> </ul>
	<b>Interfacing &amp; Decision-making</b>	<ul style="list-style-type: none"> <li>Managing the external relationships with vendors / suppliers</li> <li>Strengths of key interfaces within the organization for decision-making</li> <li>Collaboration requirements &amp; available tools</li> </ul>
Processes & Toolkits	<b>Definition &amp; Standards</b>	<ul style="list-style-type: none"> <li>Process standards defined &amp; documented</li> <li>Standard templates &amp; formats defined to support process flow</li> <li>Record management guidelines for outputs generated from the processes</li> </ul>
	<b>Uptake &amp; Improvement</b>	<ul style="list-style-type: none"> <li>Monitoring of adoption of process &amp; tools</li> <li>Adoption of improvements to processes &amp; tools</li> <li>Process performance monitoring for outputs achieved</li> </ul>
	<b>Performance, Cost &amp; Risk Control</b>	<ul style="list-style-type: none"> <li>Reporting to regulator &amp; action planning</li> <li>Internal Risk Management principles</li> <li>Budgeting, Cost Accounting and Reporting</li> </ul>
Systems & Data	<b>Functionality &amp; Usage</b>	<ul style="list-style-type: none"> <li>Business Requirements satisfied by systems used for the function</li> <li>User friendliness / accessibility for the applications for the function</li> <li>Integrity of the systems from functionality, security, etc</li> </ul>
	<b>Integration &amp; Reuse</b>	<ul style="list-style-type: none"> <li>Integration of various systems within the functions</li> <li>Reuse of data &amp; information across functions</li> <li>Accessibility of systems &amp; data to staff across functions</li> </ul>
	<b>Analysis &amp; Reporting</b>	<ul style="list-style-type: none"> <li>Accuracy of data &amp; reports for various businesses</li> <li>Accessibility of real-time reporting of suitable indicators</li> <li>Relevance &amp; Usage of various reports generated</li> </ul>

The assessment process typically involves face-to-face meetings, workshops, and presentation of final results.

## Experience based assessment

Our maturity or gap assessments for any asset class is not facilitated using a single software tool. We adopt a value driven approach which means our assessment is conducted with industry specialists who understand your day-to-day business and can adapt the assessment to your organisation’s major asset classes. Our assessments provide practical recommendations to organisations aiming to improve their existing asset management practices.

We bring working knowledge of the latest thinking and standards on infrastructure Asset Management e.g. Publicly Availability Specification (PAS) 55.