

## Capital Projects & Infrastructure

### Asset Management Transformation

Transforming into a world-class asset management business

Asset Management



**pwc**

## Our Team

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



**Neil Broadhead - Dubai**  
*n.broadhead@ae.pwc.com*  
**+971 (0) 4 304 3199**



**Charles Lloyd – Abu Dhabi**  
*charles.lloyd@ae.pwc.com*  
**+971 (0) 2 694 6959**



**Amit Anand - Dubai**  
*amit.anand@ae.pwc.com*  
**+971 (0) 4 304 3166**



**James Hanson- Abu Dhabi**  
*James.hanson@ae.pwc.com*  
**+971 (0) 056 682 0621**



**Maarten Wolfs – Dubai**  
*Maarten.wolfs@ae.pwc.com*  
**+971 (0) 2 694 6970**



**Paul Wilhelmij - Doha**  
*paul.wilhelmij@qa.pwc.com*  
**+974 (0) 4 419 2882**

## How do I go about being a more asset focussed business ?

- Where do I start and what do I focus on changing within my organisation ? What comes first ?
- What are the benefits that I am aiming to achieve for the organisation and the stakeholders ?
- Is there any guidance available publicly to plan this transformation ?
- What do I need to do to make this transformation a success? What are the risks to failure ?
- Are there any lessons learnt reports available from other similar organisations ?
- What is the extent and volume of effort required to deliver this transformation
- Do I need external support or can I manage this change with in-house staff ?
- How can I get endorsed to help the organisation differentiate itself in the peer group?

## How have we helped our clients?

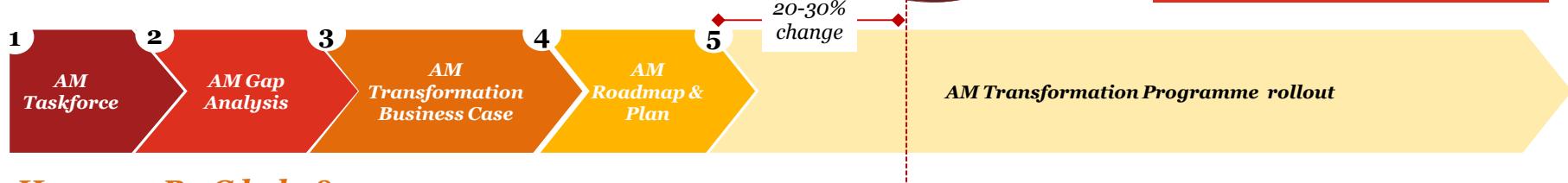
**End to end gap analysis and transformation support for a Norwegian power company:** We have undertaken a critical review of the asset management systems, process and people against the leading practices to come up with a AM transformation plan for this client. We are now working with the client to support the implementation of the plan and prepare for formal certification over an 18-24 month period.

**End to end PAS-55 asset management and certification for a multi-modal transportation entity in the middle east:** We have developed the business case, AM policy, strategy and PAS 55 development plan for this client. Following this we have supported the implementation and got this entity certified for PAS55, the first in the region.

## Key risks

We understand the risks associated with planning and implementing your AM transformation

- Inadequate buy-in and support from the senior leadership team
- Questionable gap analysis methodology
- Engineering myopia (bottom up view) instead of strategic approach
- Insufficient analysis on “change appetite” of staff
- Inadequate benefits analysis to support business case development
- Obsessive PAS55 certification focus
- Unclear transformation roadmap and interdependencies
- Inappropriate partnership model (not facilitating capability building)
- Ambiguous tenders and selection criteria (leading to inappropriate vendors and solution)
- AM team centric (not inclusive of other functions)
- Inadequate resource planning for rollout



**60%** of Asset Management transformation programmes are being designed to fail.

## How can PwC help ?

PwC has considerable experience and capability to advise you your organisation's AM transformation journey

- Conduct AM training and coaching for achieving buy-in of your senior management team
- Conduct AM competency assessment and identify the right AM taskforce/ AM Steering Committee or Head of AM function
- Conduct a comprehensive Gap Analysis to determine improvements in your existing asset management practices
- Identify regulator, customer, shareholder and internal need assessment for effective AM operating model
- Develop a business case to demonstrate value/ benefits of an AM transformation programme to your shareholders
- Perform benchmarking of your organisation with globally leading AM organisations within in your sector

- Develop a long term AM policy and strategy for your asset portfolio
- Determine AM objectives for your organisation and a detailed AM transformation plan
- Develop AM transformation strategy & partnership model
- Develop a customised PAS55 certification roadmap



- Develop a fit-for-purpose Programme Management Office to fast-track the design and rollout of your AM transformation projects
- Support you on design and implementation of specific AM initiative related to :
  - Asset specific lifecycle planning
  - Data standards and asset registers
  - Central asset information system
  - AM decision making tools
  - AM capability and governance mechanisms
  - AM lifecycle processes
  - Asset risk management framework
  - Training and recruitment of AM staff
  - Change management
- Conduct a post implementation review to measure and benchmark benefits realised