

Successful maintenance transformation yields significant value for international producer of power distribution solutions

Customer challenges

The customer, a producer of power distribution solutions with five major industrial plants in Europe, needed to improve maintenance operations to support the transformation to world leading operations, with ambition to improve output as well as cost ratios for all its plants. Some plants had been struggling over time with low technical availability (TA) due to low maintenance practices in combination with assets at the end of their life cycle. Common for all plants were the need to;

- **Implement a new CMMS system and harmonize maintenance processes, i.e implement “one way of working”**
- **Implement a performance management system**
- **Increase collaboration across sites**
- **Leverage the latest technology in regard to IoT**
- **Further improve the service culture**
- **Improve the cost per ton ratio**

In the past years, the development within maintenance had been running at low pace and it was deemed that partnering with an external maintenance provider, would create a healthy customer-supplier relationship that would spur improvements, enable fast transformation, and develop the service culture. In parallel, the customer could focus on transformation to a new operative model in its five sites.

The ultimate objectives for the partnership were to leverage Quant’s proven maintenance concept to enhance safety culture and performance, increase technical availability and optimize total maintenance cost per ton produced per site. Furthermore, the customer wanted to leverage the latest technology in terms of IoT to support output improvements and cost optimization.

Quant Solution

The maintenance at all customer plants were outsourced to Quant and the transition was initiated step-by-step to ensure the right setup for a successful transformation journey. As a first step, Quant developed a “Proof of Concept plant” and once implemented, validated and proven successful, this setup was mirrored on the four remaining sites. The transformation was led by an appointed site manager and an operational excellence team from our global network. The overarching focus during the first eight months were to;

- **Implement a safety management system supported by quantShield™ and transform the safety culture**
- **Develop and implement one way of working supported by quantWorx™ and align the processes with the customer’s new operating model**
- **Identify bottlenecks and implement six quantEffect™ units to support overall equipment efficiency (OEE) improvements based on a technical availability perspective and to provide feedback on performance to customer**
- **Implement quantNumbers™ to enable fact-based decisions and performance management based on online data for KPI: s via an open platform shared with the customer**
- **Transform the service culture with support from Quant’s Customer Journey Experience program™ to develop a customer centric service approach.**

Within a year, Quant successfully transformed all plants to the new model according to the setup in the “Proof of Concept plant”. The result of the transformation showed improvements in technical availability, maintenance performance, Safety and Service culture, as well as cost and output ratios.

SMART SERVICES FOR A SUSTAINABLE WORLD

Quant AB (publ.) is a global leader in industrial maintenance. For over 30 years, we have been realizing the full potential of maintenance for our customers. From embedding superior safety practices and building a true maintenance culture, to optimizing maintenance cost and improving plant performance, our people make the difference. We are passionate about maintenance and proud of ensuring we achieve our customers’ goals in the most professional way. The group operates internationally in close to 20 countries world-wide, employing 2,400 people. The parent company is located in Stockholm, Sweden.

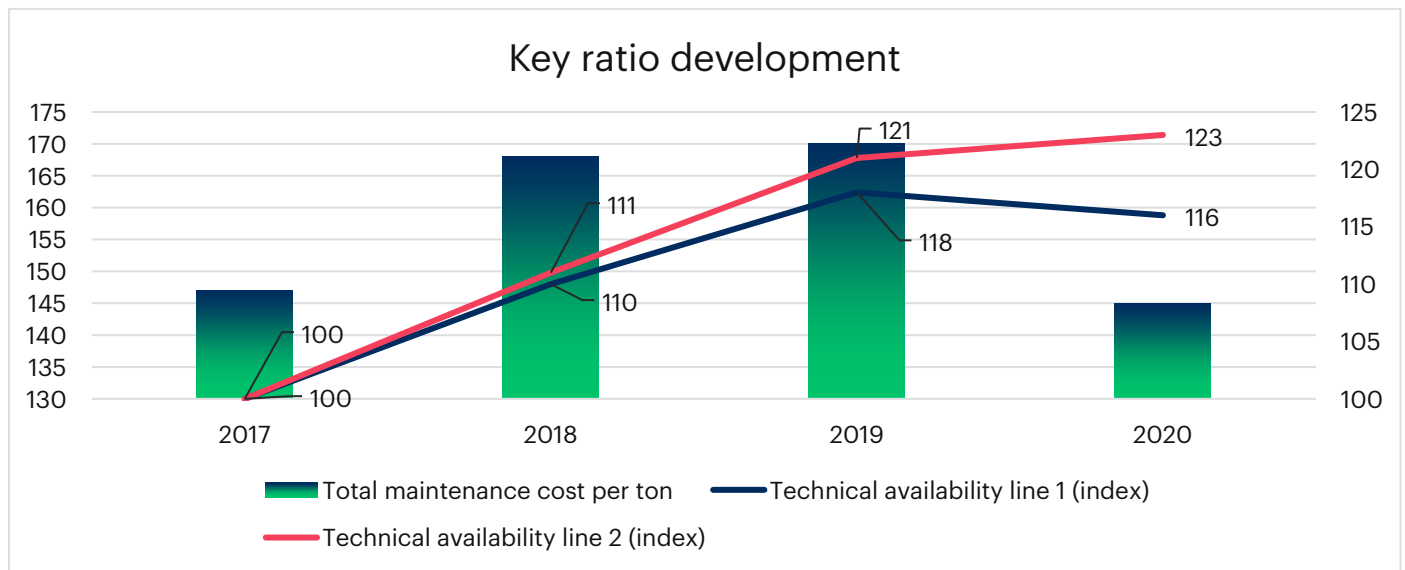
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Results

Technical availability was improved, from index 100 (base year) to 123% respectively 116 % for bottleneck machines during the first three consecutive years of the contract. The early improvements were achieved through cultural transformation backed by a fact-based decision making based on data provided from quantWorx™, quantEffect™ and quantNumbers™.

Initially the total maintenance cost per ton increased due to agreed investments in organization, processes, and digitalization. However, expected return on investment (ROI) was gradually met through higher technical availability and overall equipment efficiency (OEE) in the key process lines. In addition, service and safety culture was strengthened as well.

The assessment of maintenance practices, performed 2020, showed that the site was ranked as top sites according to Quant's best practice "Site Reference Index".



Key Performance Indicators	Unit	2017	2018	2019	2020	Change
Safety preventive actions (avg per month)	psc	100	305	535	688	588
Total maintenance cost per ton	psc	147	168	170	145	-2
Technical availability line 1 (index)	Index 100	100%	110%	118%	116%	16 p.p
Technical availability line 2 (index)	Index 100	100%	111%	121%	123%	23 p.p
Site reference index (1000 top score)	psc	200	490	608	712	512

After four years of partnership, Quant had, together with the customer, achieved the agreed transformation targets at all sites in the scope and the maintenance operations were handed over to the customer.

A statement from a C-level customer executive representative:

"During the years of our partnership, we have realized performance improvements and have today an improved way of working at all sites with regards to maintenance. It is now time to continue this change journey internally. This change of our way of working would not have been achievable in this short time, without Quant as a driver of the transformation."

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