

Mapping the Work Management Process to SAP Drives Benefits

Company: Marafiq | **Sector:** Power Generation |

Location: Al-Jubail & Yanbu, Saudi Arabia |

Services Provided: Work Management, Asset Healthcare, Planning & Scheduling, Contract Management, SAP Utilization |

SITE:

MARAFIQ provides power, water, and waste handling services to petrochemical plants and other industrials as the Industrial Power and Water Utility for Al-Jubail and Yanbu in the Kingdom of Saudi Arabia.

CHALLENGE:

A project was initiated to develop a strategic plan for Asset Management following the government's decision to turn over the management and majority ownership of providing power, water, and waste handling services to MARAFIQ. SAMI was selected to support the development of the strategic plan based on our proven strategic planning methodology, our logical model of maintenance and reliability progression (the SAMI Asset Healthcare Triangle), and our track record of successful implementations. MARAFIQ appointed a Strategic Planning Team and a Senior Management Steering Committee to conduct the Strategic Planning.

The site visits and analyses that the Strategic Planning Team (SP Team) performed for this Strategic Plan, found three broad themes or issues consistently:

- The organization structure and functioning did not support or align with Asset Management requirements
- There was no unified process to manage the flow or objectives of maintenance work
- In Asset Management, the emphasis in previous years had been on the tools (SAP) of work management, not on efficiency or effective application

The Strategic Planning Team developed a vision for the company's future state: "To implement the Asset Healthcare program (later renamed the Palm Program) to meet customer needs at competitive costs leading to higher company profitability, by ensuring plant availability and optimizing business processes."

This vision was achieved through the execution of the Strategic Plan focusing on Stage 1 of the SAMI Asset Healthcare Triangle by implementing standard business processes, coupled with consistent KPI's to measure performance and productivity.

HOW WE HELPED:

- A Work Management System (Phase I) including:
- Standard work management business processes were established coupled with consistent KPI's to measure performance and productivity
- SAP utilization was enhanced to measure and manage all maintenance and related material activities

- Asset Healthcare related competencies were improved, including Risk Management, Root Cause Failure Analysis and Human Resources' policies
- A ZERO failures strategy was adopted and unplanned downtime reduced
- Ensured equipment was operated within specified operating limits
- Improved Maintenance Planning and Scheduling processes
- Implemented effective contract management processes to ensure that work meets performance standards

RESULTS:

When compared to historic spending, Marafiq's initial improvement reached SR 6,481,000. Over time this improvement accelerated, producing an additional SR 12,040,000, as depicted in the following chart:

