London Gatwick

The beginning of an Asset Management Journey.

Live-link your assets and facilities.

ULTIMO

INTRODUCTION

FROM A PASSENGER'S PERSPECTIVE, AIRPORTS ARE THE CROSSROADS BETWEEN NEW DESTINATIONS AND HOME. IT IS A PLACE OF EXCITEMENT AND ADVENTURE. BUT ALSO A PLACE OF STRESS.

IT IS ESSENTIAL THAT EVERY AIRPORT IS SUPPORTED BY THEIR ASSETS, WHICH HELP AIRLINERS AND PASSENGERS TO GET TO THEIR DESTINATION AS SMOOTHLY AS POSSIBLE. THIS IS WHERE AN ENTERPRISE ASSET MANAGEMENT SYSTEM (EAM) COMES IN. IN THIS CASE THE ULTIMO EAM, WHICH HAS BEEN IMPLEMENTED AT LONDON GATWICK.

BASED ON SEVERAL INTERVIEWS HELD WITH PROJECT TEAM MEMBERS, THIS LONG-READ REFERENCE CASE EXPLAINS HOW THE ULTIMO EAM SOLUTION HAS SUCCESSFULLY BEEN IMPLEMENTED AND HOW THIS HAS BEEN REALISED IN CLOSE COOPERATION WITH LONDON GATWICK.

LONDON GATWICK

London Gatwick is one of the most visited airports in the UK and is one of the largest single runway airports in the world.

It is Gatwick's ambition to compete and grow to become London's airport of choice. In aiming at this goal, Gatwick has defined the following key values:

- **Deliver** great service every day
- Be **better** than the rest
- Work **together** as one team

Everyone who works at the airport has a role to play in these ambitions, and so have the maintenance teams. That makes the urgency for a smoothly executed maintenance process even greater. For Gatwick an important reason to start the ADP project.

YOUR LONDON AIRPORT
Gatwick

GENERAL FACTS & FIGURES

- Total number of passengers: 46.1 million
- Aircraft movements: 284,000
- Total cargo: 113,000 metric tonnes
- Average number of passengers per flight: 165
- Average load factor: 86.7%
- Biggest airline: EasyJet, carrying 18.7 million passengers
- Long haul passengers: 8.6 million
- Top destination served: Barcelona (1.6 million passengers)

ULTIMO AND THE ADP PROJECT

The implementation of the Ultimo EAM solution was not the main objective. In fact, it was part of something greater; the Asset Data Platform, or ADP, project. The ADP project is about managing the basis of assets for the entire airport over the duration of their entire lifespan.

This project is a significant step forward for Gatwick. It enables the airport to initiate, plan, design, build, commission, handover, maintain and decommission assets. With the eventual purpose to replace these assets with new ones in the future. These asset life cycles repeat themselves over and over again. Gatwick wants to make sure that all these processes are aligned across the entire business.

HIGH-LEVEL PROJECT REQUIREMENTS TO MAKE THE ADP PROJECT A SUCCESS

1. Update and rationalise data
Update and rationalise data that had become unreliable because of the legacy systems

2. Replacement of old EAM
Implement the scalable, modern and configurable Ultimo EAM solution, containing proven building blocks for efficient asset management.

3. Replacement of old DMS
Replace the old DMS solution with a new one and integrate it with the Ultimo EAM

4. Implement an asset life cycle
Provide capability to track assets in all their life phases; from procurement, commissioning, maintenance, decommissioning to replacement.

But why was there a need for the Ultimo EAM solution? Gatwick's previous EAM solution had been in use for a very long time and had been effective. However, it had aged considerably, which resulted in the maintenance of legacy hardware. Also Gatwick received only limited support for that software version. And not only the EAM had to be replaced with a newer and more modern solution, the Document Management System (DMS) also needed to be replaced. An integration between the EAM and DMS was included to enable the construction and maintenance teams to work closer together.

Over the years, asset data was polluted by duplication and unreliable input in both systems. It was difficult to trust the outcome of asset data in terms of trend analysis and replacement. What's more, it was nearly impossible to generate reports that could fulfil the information requirements that helped Gatwick to continuously improve its maintenance activities. So, the asset base data had to be cleaned up as well.

The implementation of Ultimo, a DMS, cleaned-up asset base data and eventually the improvement of asset life cycles. This is what the ADP project was all about. It wasn't just an IT program, it was a business transformation program. A program that will help Gatwick to manage and maintain 2.3 billion pound asset base. Assets that contribute directly to passenger experience every day.

IMPROVED PERFORMANCE AND AVAILABILITY OF GATWICK'S ASSET BASE

'As COO, I am responsible for the day-to-day operation of London Gatwick and for ensuring that we deliver against our long-term strategic objectives. It is London Gatwick's ambition to compete and grow, and become London's airport of choice. Therefore, Gatwick seeks to provide a great experience to our passengers. Our assets contribute positively to this experience, provided they are safe, deliver high performance and are in great condition.

Importance of reliable asset data
This is why it is important to have reliable operational asset data. Reliable data is essential to support decision-making and improve performance. Our daily management of maintenance activities improves and becomes more effective when we are able to quickly interrogate historic data as well as gain access to real-time information. This provides us with valuable business tools such as real-time status reporting. By adopting Ultimo, we now have that quality asset data and the means to quickly interrogate, query, search and filter data. Ultimo helped us to align with our asset management policy. We can now ensure that our assets are created, managed, operated, maintained and replaced to give the best performance. Ultimo allows us to plan effectively and make the right decisions to maximise value. Ultimo also increases efficiency and productivity, and improves the performance and availability of our assets. With this increase in efficiency and productivity, we expect Ultimo to have a payback time of three to four years.

A modern solution with a fresh outlook
The reason we chose Ultimo was for the fresh outlook the organisation brought us. The software is a modern solution. It is configurable, intuitive and supports the industry's best practice. The system gives Gatwick a stable technology platform to build on. Another reason to choose Ultimo was the quality of the Ultimo team. They gave us confidence in their abilities to deliver a solution that would meet all of our needs. Appointing a new supplier meant the route to implementation would force us to review our business processes and clean up our data prior to migration.

'We can now ensure that our assets are created, managed, operated, maintained and replaced to give the best performance.'

Chris Woodroofe
COO

Ultimo is not only a vendor, so this meant that we had a close and excellent working relationship with the developer of the software. Overall, I would have no hesitation in recommending the Ultimo product and team. For us, this is not a one-off improvement. It is part of an ongoing, continuous improvement process, which reflects the Kaizen approach to business improvement that we have embedded in our 'Gatwick Culture.'

ASSET BASE FACTS & FIGURES

- Asset Base worth 1.2 billion pounds
- 2 Terminals; North & South
- 2 Shuttle trains
- Control tower
- 300 Check-in desks
- 20 Bag reclaim lines
- 3,500 Bag Conveyors
- 85 X-ray machines
- 75 Escalators
- 190 Passenger lifts

ULTIMO: PARTNER AND SUCCESS FACTOR DURING ADP PROJECT

Oliver Kane has been working with Enterprise Asset Management Software for more than 10 years. In those years, he has gained experience with and knowledge of other EAM solutions across multiple industries in the UK. His role during the ADP project was supervising the team effort of implementing Ultimo EAM at Gatwick.

A complete business transformation
Oliver: 'From the beginning, it was important to understand what the implementation path was going to be. We had to make sure that all the requirements were met and that all business processes were mapped. The implementation of an EAM solution should not only be fit for purpose, but it also had to be a significant improvement for the business.' The implementation of the ADP project took 18 months in total, from detailed design up to go-live. According to Oliver it was not just a replacement of the old EAM solution with a new one. It was a complete business transformation.

'My goal was to create a platform that can be built on for the next 5 to 10 years,' says Oliver. 'And I fully expect Ultimo to be still here and us using multiple modules. We are already looking for opportunities to use the Work Permits and Health & Safety modules.' With the rationalised database and the integrated Ultimo Asset Management Solution, Oliver considers Ultimo to be a modern, scalable solution that helps Gatwick to operate in the most efficient way possible.

Laying the foundation for this significant improvement could only be done by working with partners who are, from Oliver's perspective, not just vendors of software. 'During the selection of vendors, we specifically searched for a partner who is flexible, pragmatic, sensible and has great business involvement. And quite honestly, we couldn't have done this project without Ultimo.'

Business engagement during EAM implementation
Overall, Oliver's experience of the implementation of Ultimo within the business went very well. 'We did not have to ask for business involvement, as they were already very involved. There was representation from an operational level – like planners and engineers – up to senior management level, and on the engineering and construction side.' The business input, like requirements and processes, was well-provided for, which helped the ADP project become successful. However, good input must be turned into good output in order to be relevant, and especially during an EAM implementation. Oliver: 'Ultimo was exemplary throughout. The level of engagement, commitment, experience and knowledge shown by consultants was high. They were willing to go above and beyond, being on-site whenever we wanted them to and giving us their expertise, views, opinions and experiences. That is what we valued most about Ultimo.'

Most exiting phase: go-live
Through the 18 months of implementation, everyone on Oliver's project team, together with Ultimo, worked hard to deliver the maximum result for the ADP Project. You can imagine that the moment of go-live was an exciting one. Oliver: 'I felt like a student doing an exam. We had been very diligent concerning governance, implementation, resource management, training and testing. It felt like everything came together in an almost perfect go-live.' To illustrate the moment after go-live, Oliver had planned a so-called 'Hypercare phase' with Ultimo to support the business. However, the first few days after go-live it was very quiet. No urgent phone calls or big issues, but a smooth transition from the old to the new system.

'From the beginning, I wanted a partner, not just a vendor, and it turned out a success'

Oliver Kane
Project Manager

The essence of communication
How was this almost perfect go-live orchestrated? Oliver: 'Well, we did do a lot of testing, but also internal communication and promotion.' Gatwick communicated continually on the ADP project, they set up an ADP internet page with open forum, and organised meetings, conferences and informal sessions, such as the Show & Tell sessions hosted by Ultimo.' Oliver: 'These were informal, weekly sessions specifically about the progress status of Ultimo. People from the business were involved and they could invite other people. The subject was different every week, like maintenance routes, jobs or corrective maintenance, and sessions were short and to the point. It was very well received by the business.' Besides the communication efforts, the ADP project team did a lot of marketing and branding, like pens, notebooks, fleeces and cups. Oliver: 'Winning hearts and minds is really important for a good EAM implementation, and it is often underestimated.' When asked about the success factors of this project, Oliver summarises: 'Good engagement with the business, a good team and a good supplier. Those were the three pillars that contributed to the success of this project. Besides the business engagement and the project team, a good supplier is key to such a project. From the beginning, I wanted a partner, not just a vendor, and it turned out a success.'

Ultimo as business partner:
- Skilled and experienced consultants
- Pragmatic and flexible partner
- High level of business engagement

ULTIMO EAM MAKES MAINTENANCE MORE PRODUCTIVE

Tony Yates is the ADP Project Sponsor and key advocate for Ultimo being part of Gatwick's ISO55001 accredited asset management system. As Head of Engineering, Tony is responsible for all infrastructure within Gatwick; travellators, lifts, x-rays, shuttles and so on.

The importance of a good EAM solution

With 250 people covering all the assets in Gatwick, Tony's engineering teams are focused on generating a high rate of productivity. And with his background working for manufacturers like Unilever, Kraft Foods and Nestlé, Tony has gained a lot of experience with different EAM systems. Tony: 'One thing that was clear upon my arrival at Gatwick 4 years ago, was that the current system was an legacy system. It was several versions out-of-date, poorly implemented in the first place and it was very bureaucratic.' So for Tony, a big part of the ADP project was not only buying new software, but also understanding the asset base, rationalising all asset data and rewriting new maintenance policies. For all areas in engineering, Gatwick had to make sure that the correct data was entered into the new system. 'If you don't get the data and the architecture right in the first instances, you can have a lot of issues in the future,' says Tony.

In his opinion, an EAM solution should be a tool that makes the performance of maintenance activities more efficient. 'So when a system is overly bureaucratic and cannot be used by the technicians on the shop floor, for me such a system is not supporting maintenance activities. An EAM has to be readily accessible, needs to have a simple interface, all technicians should be able to pick up work out of the system and they should be able to feedback on jobs as easily as possible.'

Ultimo Mobile for higher productivity

The implementation of the Ultimo EAM brings the technicians a simple and readily accessible interface, and it also gives them information right-on-the-spot. 'We are happy to implement Ultimo Mobile. It is the area managers' target for this year to push usage, seeing how this means a direct increase in our productivity.' Especially on a large campus like Gatwick, if a technician needs a spare part, it is far more productive to look at his hand-held to see whether a spare part is available than it is driving to the stores. It significantly saves on production time.'

When asked about the first experiences with Ultimo as an EAM system, Tony replied that technicians gave positive feedback. 'Technicians say that it is a quick and intuitive system. They like working with it and so use it often.' Tony also pointed out that, when implementing a new system, people usually need a long time to get familiar with the new system. They are used to the old ways and are not eager to change. 'In the case of Ultimo, they have embraced it.'

Preventive Maintenance: name of the game

Like Oliver, Tony experienced the implementation of the Ultimo EAM as near to seamless: 'It was an excellent implementation and I'm very pleased with Ultimo. Combined with the correct data, work orders can now be allocated in the correct areas. In the past, work was allocated to the wrong assets or multiple times to different technicians. Again, this is a productivity measure; we are no longer sending people to a job multiple times. Our background is mainly in continuous improvement, and we now have the tools to do so. We have a clean system and the goal is to keep it clean. Thanks to Ultimo, we are now eliminating losses we could not track with the old system.'

For the engineering teams of Gatwick, preventive maintenance is the name of the game. Number one priority for the wider business is the passenger experience, so the equipment needs to be available as near to 100% of the time as possible. Tony: 'We want to be in the position where we do not have any equipment failure anymore. The importance lies in understanding preventive maintenance regimes and understanding where we have losses and where we adjust the frequencies between preventive maintenance activities. We now have the tools to aim for that 100%.'

'In the end, it comes back to usability and functionality. Ultimo ticked all the boxes.'

Tony Yates
Head of Engineering

ISO55001 compliancy

'Ultimo is also an important addition to our armoury in complying with the ISO55001 standard. Over the last few years, we received consistent feedback from the auditors that we have one weakness; our old EAM system. We invest over 250 million pounds a year in new infrastructure. So, when it comes online, we maintain it from day one and we need to get as much life out of it as we can. We are looking forward to the audit, also because the Ultimo EAM is so well-used by the technicians.'

When advising other organisations in stimulating technicians to use the EAM, Tony returns to the basics. 'Many EAM systems have similar functionalities, but it all comes down to how intuitive and simple the interface is. Above all, the EAM solution needs to be usable for the technicians, as they are the ones that provide input. The Ultimo EAM solution must be used every day, by all technicians of Gatwick. This is a system that we will use for the next ten to fifteen years. So in the end, it comes back to usability and functionality. Ultimo ticked all the boxes.'

Ultimo as EAM solution:
- Readily accessible solution
- Increased productivity
- Easy demonstration of compliancy

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MORE EFFICIENCY TO INCREASE MAINTENANCE AND UPTIME

Tony Embling leads the Asset Management Team of Gatwick. Besides Asset Management involving around 36 Gatwick maintenance teams and 40 contractors of various sizes, Tony was a full-time business representative and Ultimo user during the ADP project as well.

A clear vision on asset management

Tony: 'We have been one of the first major airports that have not just replaced the old EAM solution and DMS with a new one, but also significantly cleaned up and improved asset data.' For Gatwick, it has always been about asset data as a whole, with engaged collaboration between construction as well as engineering.

'In my opinion,' says Tony, 'asset management requires having a stable platform that holds accurate asset data and that aligns with various departments within Gatwick. A platform that helps to achieve optimal value and efficiency from our asset base. We don't want asset management and registration in an EAM solution to be a blocker. It has to be easy and streamlined to use in order to get the most out of it and help us improve.'

Efficiency improvements in only a few weeks

In the first few weeks after the go-live, Tony experienced various optimisations and efficiency improvements in relation to asset management. 'We are now able to retrieve information directly from the system. Before, it took us multiple days to answer a request for information from the business.' Instead of time spent on collecting operational information, time is now spent on the strategic planning of the asset base. Also, the feedback from the people in the field has been very positive. Technicians were pleased with the accessibility and how intuitive the Ultimo interface is.
Tony: 'Thanks to the Ultimo EAM, people are wanting to input data into the system. Technicians are not only providing information bottom-up, but it also empowers managers to become more involved on a top-down basis.'

Overall, Tony estimates that the overall efficiency benefit is more than 25% of people's work week,

which can now be spent on improving asset management. 'We now have more tooling time instead of administration time.' It brings Gatwick more efficiency for its technicians, but also for the planning teams. They can engage more with the engineering teams in order to get a better strategic plan and a higher quality of deliverables. And, thanks to the data clean-up and the usability of Ultimo, the quality of asset data has improved and will continue to improve. Tony: 'In the past, our data may have been 40% accurate. Now, with Ultimo, we are at 90% accuracy. Because of this, incorrect data is more visible so we can respond better and continue to improve to 100% accuracy.'

Why choose Ultimo?

Tony had been participating in the project from the very beginning and joined the very first remote demonstration of Ultimo. When asked if what he had seen then and what he has now meets his expectations, Tony answers: 'To be honest, it exceeded my expectations. Ultimo was unknown to us when we were introduced to it, and when we were exploring Ultimo, we only touched the surface, so we did not know the true power behind it then.'

Offering an intuitive and accessible EAM solution, knowledge and expertise during the implementation as well as being the developer were the most important aspects for finally choosing the Ultimo EAM solution. But what made Gatwick invite an unknown supplier in the first place, instead of updating the system they had known for so many years? Tony: 'It is a huge advantage to choose a system you may not know yet. It makes you rethink the way you do things, and what helps you streamline the product and the process. So I am always up for working with new innovative systems. Even though Ultimo was not yet known to UK industries, it fits in with the policy of Gatwick to be innovative and doing new things with new tools and fresh insights; it has worked out very well.'

Tighter on Core Service Standards

With the purchase of the Ultimo EAM solution, Gatwick disposed of a system that didn't provide accessible data and a 'single version of the truth'. It has helped the engineering teams to break free from the vicious circle of unreliable data and the impossibility to improve asset management.
Tony: 'Especially in an organisation like ours, having access to reliable data is vital. We now have a system that we can trust.' A good example of the increased trust is related to the Core Service Standards (CSS). The CSS are agreements with airlines to ensure a high uptime rate of assets. If maintenance and failures fall below these rates, the airport can be fined for failure. It is of the utmost importance to execute maintenance activities within a tight hour schedule.
Tony: 'Having real-time data available in the Ultimo EAM helps us to plan maintenance for the remaining days and weeks in the month. Previously, we had to learn about this data at the end of the month, when it was too late. So, we have always been very conservative in the former EAM solution.'

Nowadays, the new EAM allows Gatwick to get more out of its assets and to work closer to those CSS windows. Practically, it allows the maintenance teams of Gatwick to do more maintenance and still increase the uptime of the asset. Gatwick also saves a lot of time and money because the administration is no longer a manual process of keeping track of the CSS.

'We now have more tooling time instead of administration time.'

Tony Embling
Senior Manager Asset Management

ULTIMO MAINTENANCE MANAGEMENT

Additional modules

• Project Management

• Record Authorisation

• SLA Management

• Start-Stop Time Registration

• Stock Management & Purchase

• Stop Planner

• Ultimo GO

   Interfaces

• Document Management System used by Construction

• ERP system used by Finance

• Barcode Scanner interface (planned)

   Future modules

• Work Permits

• Health & Safety

Ultimo as EAM solution:
- One single version of the truth
- Stable platform to achieve optimal value
- Intuitive and fun to use

PREVENTIVE MAINTENANCE RELIES ON ACCURATE DATA

Paul Holden is a very experienced Maintenance Management Consultant who has been working as the Maintenance Policy Engineer at Gatwick for three years. He and the teams were assigned the task to rewrite all the maintenance policies that are involved with the ADP project. This has not only resulted in a review of the actual policies, but it also resulted in a clean-up of Preventive Maintenance Routines. Under the supervision of Paul, the number of PM Routines has been reduced from 20,000 to 14,000.

The challenge of maintenance with unreliable data
'In the former system,' Paul explains, 'we faced a lot of challenges with old data. A lot of data was duplicated and there was no consistency. During the ADP project, we tried to reset that.' This was necessary because it was important to get managers and technicians to rely on the new EAM system. 'Besides the challenges we had with the maintenance policies, the former system was slow and not easy to navigate. So we really needed to encourage people to use the system. Input from technicians is key for us to improve day-to-day maintenance activities,' says Paul. Luckily, with the data transition and the user-friendliness of Ultimo, Gatwick is now able to offer the business a system that works with them and provides management with reliable data.

Ultimo put into practice
Paul: 'Before we started the implementation of Ultimo we ran a pilot among the Shuttle Technicians. The old system ran on in the background and Ultimo was used as a test case. When we had to go back to the old system after the pilot, our technicians didn't want to because they liked Ultimo so much.' The filtering capacity of Ultimo is easy to use, so technicians are not facing a large number of outstanding maintenance jobs. They now only see the jobs that apply to themselves or their teams. It gives them so much more overview and insights and, with that, motivation. Lately, we discussed a maintenance job that has been bounced around from team to team. In our old system, we could not see the status history for this job, but now we do. So, we can pick out this problem, discuss it and prevent it from happening again. This is how Ultimo helps us to
continuously improve and keep track of our data.'

> 'After the pilot, our technicians didn't want to go back to the old system because they liked Ultimo so much.'

Paul Holden
Maintenance Policy Engineer

QUICK AND EASY FAILURE REGISTRATION ON CRITICAL ASSETS

Matt Jenkins is one of the Shuttle Technicians and responsible for the completion and registration of maintenance jobs, inspections and faults. He does this using Ultimo.

The importance of the shuttle train
The Gatwick shuttle train is a critical asset and has high visibility within Gatwick. It runs from the North to the South terminal, bringing passengers from A to B. If the shuttle fails, it means a direct disruption of transporting facilities for airport passengers, which immediately affects the passenger travel experience. Therefore, Shuttle Technicians need to be able to rely on their EAM system. They must have immediate insight into inspection reports, faults and preventive maintenance activities. Everything to keep the shuttle up and running as well as possible. Matt: 'The doors of a shuttle are the most problematic. They have direct interaction with the public and, therefore, we have a very detailed inspection regime and fault control. If there is any slight disturbance of performance, it is registered and dealt with.'

Grip on failure history with Ultimo EAM
When asked how Ultimo is influencing his way of working, Matt answers: 'Ultimo makes it a lot easier to track faults, because faults are much more visible. The former system was more of a black box. We reported faults but could not track them. Or they were registered on the wrong equipment element.'

With Ultimo, Shuttle Technicians are able to register failures correctly and with that make sure that the history of failures is well documented. 'For example, some doors fail more often than the rest. Now we know exactly which doors they are because failures are registered correctly.

In general, Matt says that the system is good and helps him do his job. The most important difference to him is that Ultimo is a lot quicker. It takes less than a minute to sign off a job, and navigation is so much easier. But equally important, it increases fun in asset management registration by eliminating irritations regarding the speed of the system.

> 'Ultimo is a good system, it really helps me do my job.'

Matt Jenkins
Technican

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EFFECTIVE MAINTENANCE IN A DYNAMIC ENVIRONMENT

With over 30 years of experience as Engineering Maintenance Planner, Vince McGahan is responsible for the maintenance planning of the Airfield Team. This involves the runways, taxiways, stands and their associated infrastructure. In total, over 200 technicians, planners and contractors are using Ultimo as their go-to system.

Information available immediately
Vince: 'Our biggest challenge is the environment in which we have to do our job. The primary goal is facilitating the airplanes to depart and to arrive, but our work changes daily due to, for example, traffic control issues or poor weather. This makes it very dynamic. We have to adapt the way we plan and complete our maintenance. We cannot go down and close assets randomly, because all activities are directly related to the primary process.' It is therefore very important for Vince to have people out in the field. People who can respond to faults and pick up planned work.

As a planner, Vince spends a lot of time behind a computer because he needs information to plan the work in the most efficient way. Therefore, he uses reports that provide information about, for example, the actual workload, the history of assets and the allocation of work orders. 'For us, information is key to form business cases like replacements. Ultimo gives us the tools to extract data, prioritise the work and identify possible problems. We can reprioritise the work and bring maintenance forward. So, we try to continuously improve the execution of maintenance.'

Improved collaboration thanks to Ultimo
The collaboration with the technicians has improved thanks to accurate fault reporting. Before, Vince experienced too many hoops to jump through in checking if resources and workload were aligned and to prevent overcapacity or undercapacity. Now there is no question about whether a fault has been reported correctly or not. 'Ultimo supports reporting faults accurately on the correct assets. We can now see where the issues are.

Correct data is entered into the system and correct data can be retrieved from the system. Analysing information when you know it is correct helps us make improvements on the whole.'

What surprised Vince the most about Ultimo is the broad functionality. 'We had an extensive wish list on registration, data and reports. Now we have a system that helps us to get a better overview in the workload in relation to available and required resources.

'Ultimo supports reporting faults accurately on the correct assets. We can now see where the issues are.'

Vince McGahan
Engineering Maintenance Planner
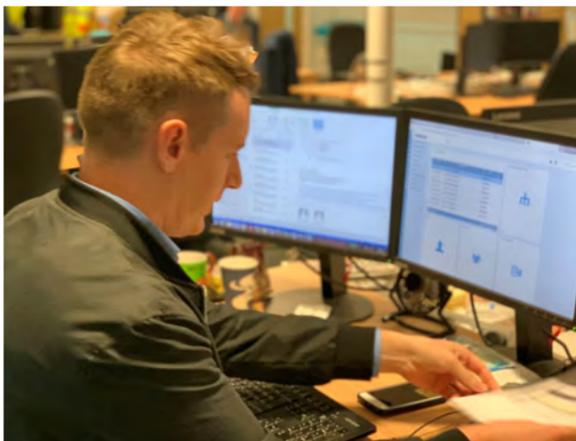
FAR-REACHING FLEXIBILITY IN FULFILLING BUSINESS NEEDS

Rachel and Jamie are Gatwick's Ultimo System Administrators. They have played a key role in the ADP project. They have been trained in all Ultimo's administrator functions and played an important part in the data transition from the old EAM to Ultimo.

Data transition to Ultimo
Rachel: 'When we started cleaning up the data, we had about 2,000 locations and 120,000 equipment records in the system. After the clean-up, we now have 12,000 locations and 80,000 equipment records. So basically, the number of equipment decreased as the locations of the equipment were more specifically defined in Ultimo. Before, equipment was registered in, for example, the South terminal, which was defined as one location. It was nearly impossible to find a blocked toilet. Jamie: 'We had so many assets because the location structure was unclear. In Ultimo, we could design a location-asset-structure. By adding the right locations, we were able to bring the number of assets down.'

Fulfilling business information needs
With the correct data in place, it was also possible to support the business with the right reports. Rachel: 'Before Ultimo, we used SQL queries for reporting. We exported the results to Excel, which was the report. We did this every week as managers needed the information to manage their teams.'

With Ultimo, users can run their own reports directly from the system. 'We now only create the structure of the reports and we only get involved when there is a change required, like adding an extra column.' In total, this new way of reporting has saved the System Administrators 10 hours a week each in creating reports. Time they can now use in fulfilling the business' needs further, thanks to the far-reaching flexibility of the system.

Flexibility for all users
Rachel: 'The flexibility of Ultimo is really great. A lot of changes we can make ourselves, like making changes in screens, reports or user roles. As an example, technicians asked us to bring the tabs on the work order they used most forward, so they didn't have to scroll to the very end. We were easily able to do this ourselves, and with that immediately respond to the business' information needs.'

Thanks to Application Management training, Gatwick System Administrators are processing changes in Ultimo with confidence. Jamie: 'We gained a lot of confidence in changing and adjusting the system thanks to tools like a test and production environment. 'Also, because of the back-ups we can make in Ultimo, it is always easy to revert any changes should we need to. Changes can also be properly tested in the test environment before being taken into production.' Rachel and Jamie agree that it is good for the end users that Ultimo is flexible. The adaptability of Ultimo contributes to the support of the system among the Technicians at Gatwick.

'We are able to respond immediately to the business' information needs.'

Rachel Mason
Ultimo System Administrator

APPLICATION MANAGEMENT COURSES

• Authorisation Management

• User Interface

• Database

• Workflow Designer

• Reporting

TRAINING PROGRAM TO TRAIN THE TRAINERS

Steve Bennett was ADP's Business Transformation Manager. When asked, Steve is happy to share his experiences with the Ultimo training, because the training and education of Ultimo users went exceptionally well.

Train the trainer
Steve: 'Ultimo developed a course program that was aligned with each role and each process.
We thought this was important, and Ultimo developed and delivered all of the content very professionally and concisely. It was easily understood by people who received it.'

The course was given to super users. These super users were trained in the functionality and then trained to train other users. 'Gatwick has over 200 technicians. For example, we trained 25 team leaders, who then trained the technicians
in their teams.'

Flexible process alignment
According to Steve, the training program did not only help users to understand Ultimo software, it also helped during the transformation of the data, which went very smoothly. Besides this transformation, Gatwick took the opportunity to optimise some of its key processes, though fundamentally, many remained the same. Steve: 'Ultimo did a very good job aligning to these processes. So, we did not necessarily have to adjust our processes to the system. However, a key process that will change in the future concerns work scheduling. Thanks to the flexibility of the configuration, aligning Ultimo to our processes and vice versa, this is possible.

Another element of flexibility is the modularity of Ultimo. 'We now have several modules and functionalities of Ultimo in use, but it is also possible to activate modules in the future, like the Asset Planner. This will give Gatwick a window to a long-term strategic planning and a short-term tactical day-to-day planning. Ultimo will help us bring alive the visualisation of a long-term asset planning.'

Ultimo as an organisation
Ultimo is not only a product, but also a dynamic organisation of 260 people. In order to enhance the partnership between Gatwick and Ultimo, Steve has been part of the Gatwick delegation that paid a visit to Ultimo's Dutch headquarters. Steve: 'It is really nice to see how Ultimo lives, to see the engine behind the software and to meet the team around it. We have great relations with Ultimo's Sales and Consultants, and we have met with people from the R&D team. I think it is good for customers to see the organisation behind the software.' The visit to the headquarters supported Steve's perspective that Ultimo is not just a software vendor, but a real partner in asset management solutions.

'The training program was easily understood by people who received it.'

**Steve Bennett**
Business Transformation Manager

THE END OF THE GATWICK/ULTIMO JOURNEY?

Formally, the ADP-project and Ultimo EAM implementation have reached their final phase. However, Gatwick can only become better by continuous improvement. The ADP project has created a solid base for all the maintenance and construction teams. They can now work together as one team with reliable data and information, draw the right conclusions from reports and see the vital signs where efficiency and productivity can be increased. Providing great service every day. That journey of continuous improvement is about to begin for London Gatwick.

We are proud to have found all people in this reference case happy to speak about their experiences during the ADP project, and especially the implementation of the Ultimo EAM.

It takes two to tango. So likewise we would like to thank London Gatwick and its people for their great involvement and collaboration during
the project.
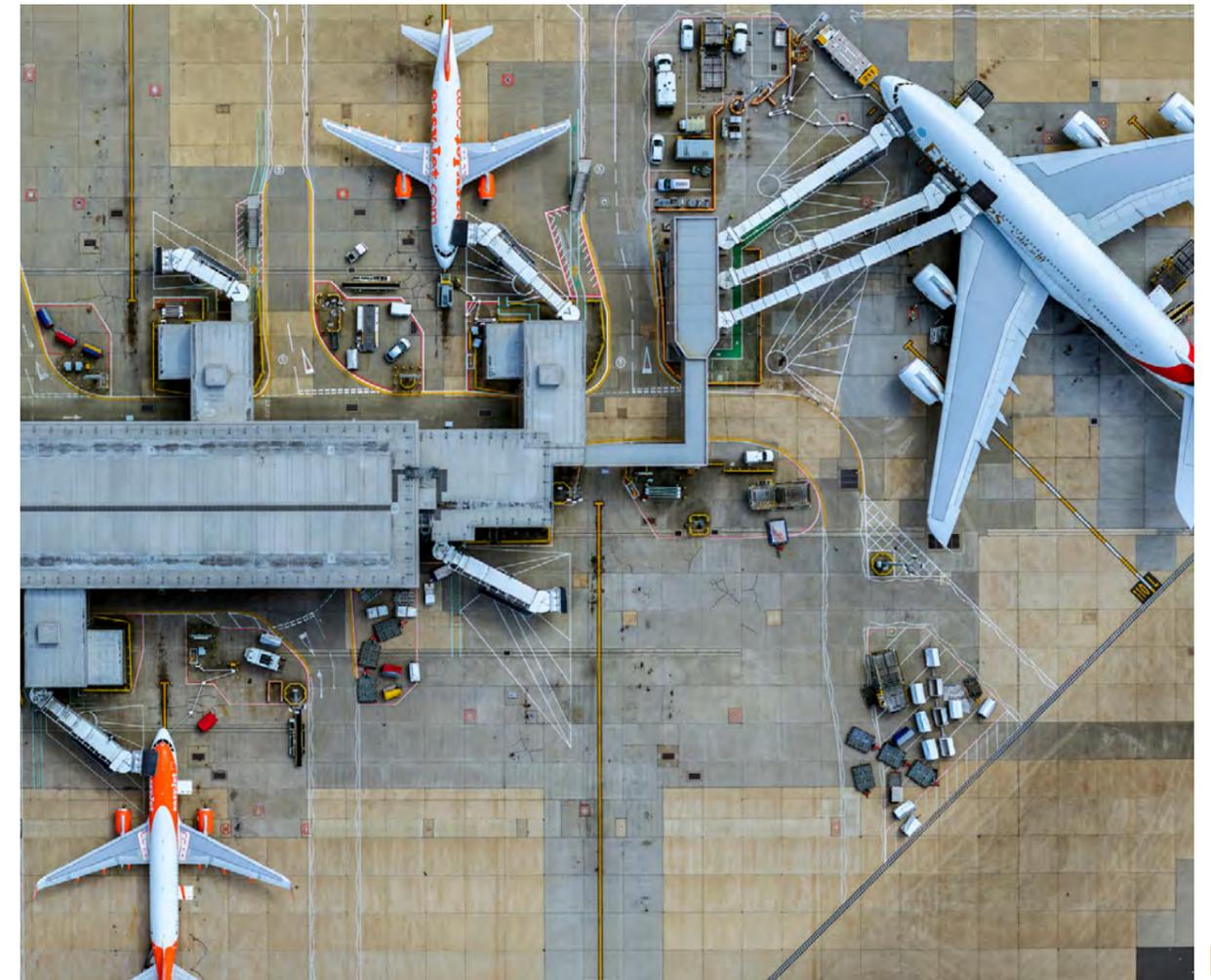
PROUD OF WHAT WE ACHIEVED TOGETHER

'As VP International Sales, I do get to see a lot of airports as I travel around the globe. However, to touch down on London Gatwick always feels special. It is an amazing place to be. If you ever get to visit Gatwick, just take some time to really look around and try to comprehend all the business that is going on. It really is impressive.

From day one, I was involved in the ADP Project, and from the first demonstrations it was clear Gatwick was not looking for a like-for-like replacement of their old system. They were in the market for a modern EAM solution that would fit their current and future requirements.

As part of the selection process, we have been through several intensive product presentations. The process gave confidence and reassurance,

and eventually proved Ultimo to be the right flexible EAM solution Gatwick was looking for. As the expectations were clearly set during the sales process, the implementation was a great success. I want to emphasise that 'teamwork' was the key to that success. Ultimo and Gatwick were partners, and that made a great difference. The only turbulence I encountered was not during the project, but on one of the flights back to Amsterdam.

It has been a great journey, and we all can be proud of what the ADP project members and Ultimo have achieved together.'

Freddy Vos
VP International Sales
0031 651 29 40 46

THIS WAS A TRUE PARTNERSHIP

'From Ultimo's perspective, we understood the importance of the ADP project. So we formed an experienced and skilled team of 5 core members to execute the implementation. But what contributed significantly to the success of the implementation was the high level of competence of Gatwick's project team. As an Ultimo project team, you rely heavily on the input from business analysts and key users. During this project, that part of the equation was handled by Gatwick and it was great. As a result, the overall engagement was high and Ultimo as a system was well received within London Gatwick.

Testing is frequently underestimated in these types of projects. That was not the case here. During the implementation, one to three team members were fully dedicated to testing the system and the interfaces. They also supported the user acceptance tests. This dedicated testing eventually resulted in a flawless go-live.

Before the go-live, we trained Ultimo key users according to the train-the-trainer principle, and the training programme consisted of 35 training courses. These courses were primarily given on-site to key users, and 6 training courses were given to the system administrators. All courses were very well received, which was a great personal success for our team members involved in the training program. It was a massive piece of work because all training courses were tailored to Gatwick.

For me personally the success of this project is down to resources and people. Skilled and very pleasant to work with. This was a true partnership.'

Thijs Stevens
Senior Consultant
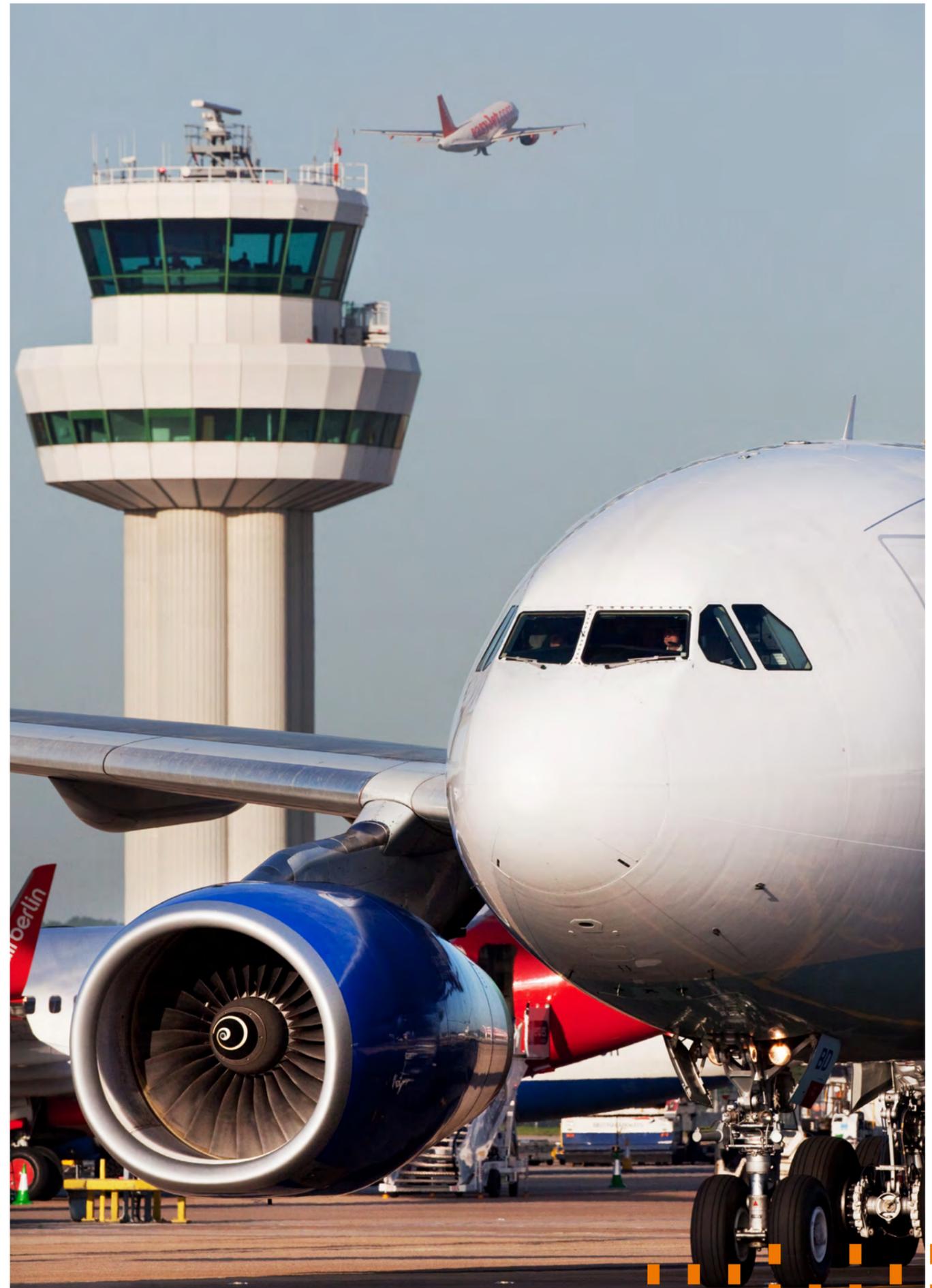
LIVE-LINK
YOUR ASSETS
AND FACILITIES.

The world is in a whirl, and it revolves around all your
objects and equipment at the speed of light. If you
are the one responsible for maintenance, facility or
IT in your organisation, you want nothing more than
your assets constantly letting you know whether
they are still compatible with this world. And if you are
responsible for more than that you want this as well.
After all, your assets may require your attention in
a more general, or even financial, way. Ultimo will be
sure to pass on the crucial signals about your assets.
So you can pick up on them and act decisively.
Are you listening?

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