

**Tivoli** software

# International Power fuels growth with IBM Maximo asset management.

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## Overview

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### ■ **The Challenge**

*The company was established in 2000, following the demerger of National Power PLC, and needed to implement systems quickly and consistently at its plants across the world. With a small IT team, the company was keen to fast-track the deployment of a single maintenance management system across each plant.*

### ■ **The Solution**

*IBM Maximo asset management.*

### ■ **Key benefits**

*IBM Maximo deployments to new acquisitions and joint ventures within five months, rapidly transforming maintenance management at new sites; real time access to up-to-date asset information, resulting in more efficient job scheduling; excellent reporting to support Sarbanes Oxley compliance requirements.*



*Deploying IBM Maximo worldwide provides economies of scale, global consistency and helps meet the business objectives of improved effectiveness and cost control.*

### **Global Reach**

International Power is a growing independent power generation company with interests in 40 power stations, and some closely linked businesses across 19 countries around the world. The business is focused in five core regions: North America, Europe, Middle East, Australia and Asia. The company operates a range of power plant technologies including thermal, hydro, pumped storage and wind. These technologies produce electricity using different fuel types that include gas, oil, coal and renewable sources such as wind and water.

International Power has in depth experience in plant operations and engineering. This not only ensures smooth plant operations, but also ensures that all operational and technical issues relating to the potential acquisition or development of new power plants are understood. Today, the Group has skills to execute power projects right from inception through to the delivery of power in the most advanced and complex traded markets of the world.

## ***IBM Maximo is used not only for mainstream maintenance, purchasing, contracting and stores but also for routine preventative maintenance tasks***

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### **Goals**

- Rapidly deploy a single asset management solution at multiple sites across the world
  - Support business model for future growth
  - Create a strong maintenance management culture by providing engineers with improved information
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The company was established in 2000, following the demerger of National Power PLC, and needed to implement systems quickly and consistently at its plants across the world. With a small IT team, the company was keen to fast-track the deployment of a single maintenance management system across each plant.

Andrew Dickinson, IT Director, International Power, explains, “Deploying a single system globally provides economies of scale and global consistency. It also enables International Power to rotate staff across various sites which is a key component of the corporate strategy.”

He continues, “To enable a rapid, cost effective deployment, International Power required an asset and maintenance management product that could meet the business objectives of improved effectiveness and cost control and was supported in all the territories of the world.”

Having assessed the market, the company opted to implement IBM’s Maximo asset management solution. Dickinson confirms, “The primary differentiation of the IBM Maximo team was the quality of worldwide support and availability of excellent consultants. Their commitment was an essential component in International Power’s strategy to create a rapid deployment process that could support the planned 20% annual growth.”

### **Supporting Acquisition**

IBM’s extensive experience in delivering asset and maintenance management solutions to power stations proved valuable during the initial replacement of an SAP system at Rugeley Power Station. Underpinning every aspect of the implementation was the goal of creating a standard, best practice template for global deployment. “Having created a framework for the IBM Maximo deployment, International Power can now typically implement the maintenance management software at a new site anywhere in the world within five months,” he says.

Indeed, the IBM Maximo solution is now used at International Power sites from the UK to Asia, the Middle East to Australia, with over 1,600 users. The speed and flexibility of the IBM Maximo implementation process has also enabled International Power to rapidly bring new acquisitions and joint ventures into the corporate framework. “By opting for stand alone implementations of IBM Maximo at each site, International Power has gained consistency and standardisation whilst retaining the flexibility to rapidly acquire and divest organisations and joint ventures,” Dickinson explains.

The company is now planning to deploy IBM Maximo across five sites in the US to centralise procurement, business rules and operations in order to attain significant financial and productivity benefits.

He explains, “The IBM Maximo solution is already in use in Saudi Arabia, with one centralised system supporting four cogeneration plants and a head office via satellite links.” Critically, the web based structure of IBM Maximo will enable International Power to attain the benefits of centralised deployment whilst allowing rapid business change. “By enabling International Power to divest a plant from the single system, IBM Maximo completely supports the business mode of constant acquisitions and disposals,” Dickinson says.

#### **Quick Win**

The speed with which the ‘out-of-the-box’ implementation of IBM Maximo can be achieved at new acquisitions has proved a key component in attaining rapid business transformation.

As Dickinson explains, “By providing widespread access to IBM Maximo, engineers have far greater visibility of information, assets and working structures which creates a strong maintenance culture. By delivering significant savings, this rapid implementation of IBM Maximo asset and maintenance management is a very quick win for International Power.”

The system has delivered quantifiable business improvements at each site. IBM Maximo is tightly integrated with SunAccounts, providing increased visibility of financial information to engineers. He confirms, “By providing detailed insight into purchasing, stores and contract management, International Power has provided engineers with greater information to allow them to take greater control over work planning and budgeting.”

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#### **Results**

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- International Power can deploy IBM Maximo to new acquisitions and joint ventures within five months, rapidly transforming maintenance management at new sites.
- Engineers have real time access to up to date asset information. This has enabled more efficient job scheduling.
- Excellent reporting enables International Power to meet Sarbanes Oxley compliance requirements.

*“To enable a rapid, cost effective deployment, International Power required an asset and maintenance management product that could meet the business objectives of improved effectiveness and cost control and was supported in all the territories of the world.”*

*– Andrew Dickinson, IT Director,  
International Power*

*“By providing widespread access to IBM Maximo, engineers have far greater visibility of information, assets and working structures which creates a strong maintenance culture... It is now very easy to see if routines have been done, on time or, if not, to drill down through the information to understand possible causes.”*

*– Andrew Dickinson, IT Director,  
International Power*

#### **Effective Maintenance**

With consistent implementations across the world, International Power’s sites are gaining similar benefits in improved effectiveness and control. IBM Maximo is used not only for mainstream maintenance, purchasing, contracting and stores but also for routine preventative maintenance tasks, such as oil filter changes and calibration checks.

Detailed reporting on routines by department and frequency has been used to maximise productivity through more efficient scheduling. The company can also use the system to effectively plan work to be carried out during complete or part plant shut down.

As Dickinson explains, “IBM Maximo is a very visible system – everyone in the plant has access. It is now very easy to see if routines have been done, on time or, if not, to drill down through the information to understand possible causes.”

Linking asset information with inventory also provides rapid insight into the availability of spare parts for a specific task, the cost of each part and the location within the stores – enabling engineers to rapidly source the right piece of equipment. Improved insight into the use of spare parts is driving down inventory costs across the group. “IBM Maximo enables International Power to manage the quantities held within stores far more efficiently,” he confirms.

### **Business Efficiency**

The company is also leveraging IBM Maximo's integrated inventory, procurement and maintenance solution to manage contracts with external suppliers such as scaffolding suppliers. Engineers now have access to complete contract information, including cost of hire and labour rates and can use IBM Maximo to automatically create a work instruction for a contractor.

This information will also provide the company with improved insight into contractor performance. "The Vision reporting tool is extremely powerful. In addition to monitoring contractor performance, using the IBM Maximo failure codes, International Power can highlight problems with specific parts, such as valves or pumps, which could prompt either a change in schedule or supplier review," he says.

The company has also used Vision to support Sarbanes Oxley compliance, reporting on the procurement process to ensure correct separation of duties. The reports also check the performance of the department to ensure purchase requisitions are turned into orders within the required three days and then sent to suppliers.

Dickinson concludes, "The investment in IBM Maximo has not only provided International Power with a highly flexible solution that can be deployed rapidly worldwide but also an asset and maintenance management system that delivers tangible benefits in improved effectiveness and cost control at every site across the group."

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**IBM Corporation**

IBM Software Group  
Route 100  
Somers, NY 10589  
U.S.A.

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