

CASE STUDY

MAXIMO IN TRAVEL & TOURISM

# HOW REAL JOURNEYS IS OPTIMISING ASSET MANAGEMENT



## REAL JOURNEYS

Real Journeys is a tourism company based in the lower part of the South Island of New Zealand. The company is part of the Wayfare group, which also includes several other tourism and hospitality businesses in the area, including the Antarctic Centre, Cardrona Alpine Resort and Go Orange. The group offers everything from bus tours to cruises, jet boat rides, cycling and walking tours, glowworm tours kayaking trips, accommodation, restaurants and much more.

### ASSET MANAGEMENT AT REAL JOURNEYS

While a group with several independent companies, it is the Real Journeys' engineering team that is responsible for managing and maintaining all of the group's assets. This includes 37 marine vessels (plus tenders, rafts and kayaks), 68 coaches (plus 204 other fleet assets) and 162 infrastructure assets such as buildings, utilities, wharves and moorings.

While the asset portfolio is relatively modest compared to other asset-intensive businesses, two factors make asset management more complicated as well as more critical, which is why robust processes and systems are essential. Firstly, the remote location of most of the group's businesses and assets means they need to be very self-sufficient – both in terms of maintaining and repairing assets as well as in terms of accommodating visitors and staff. The remoteness also means long travel times to reach some of the assets, so relatively small jobs can take a long time. Secondly, given that a lot of their assets are for passenger transport, the potential risks associated with asset failure are particularly high.

### ASSET MANAGEMENT IN A GROWING BUSINESS

Real Journeys was founded in 2008 and has grown significantly since. In 2011, the decision was made for engineering to become the centralised custodian of all assets for the Wayfare group. Two years later, with significant growth plans ahead, the department decided it was time to get serious and put an asset management plan into place. In the following years, the group acquired and started several new businesses, and the asset portfolio grew significantly. By 2015, the engineering department was managing a budget of about 15 million.

It was around this time that the team realised that the then-current asset management systems and process, which were based on Excel spreadsheets, were no longer sufficient for the fast-growing business. As Business Development Manager (Engineering), Jayne Lewis, puts it, "Cracks were beginning to show. We had several close calls where we almost didn't get work done in time, and it was 80-90% reactive. It was becoming quite a serious business risk for us."

The company needed a more efficient way to manage the diverse workload of repairs, maintenance, correctives and compliance needs, and meeting the hundreds of concessions they have working in that part of the world. So in 2015, the decision was made to invest in a mature asset management solution.



## DEPLOYING IBM'S MAXIMO

Real Journeys chose IBM's Maximo as their asset management platform for several key reasons. Firstly, it's a well-known and proven system in New Zealand and globally, which means the risk was perceived as being relatively low. It was also important that the system could handle all of their engineering activities, projects, corrective work, PMs and all the other related elements and that it could hold all of the engineering data. Another critical factor was the robustness of Maximo in terms of future expansions and upgrades.

With the decision made, the engineering team marched ahead. However, the implementation was not without challenges. It quickly became clear that the initial goal of going from approval to 'go live' in just three months was highly unrealistic. A lack of resources and expertise on the project team as well as the integration with a highly customised version of Microsoft Navision (with no clear documentation around the customisations) slowed the project down significantly.

Jayne Lewis explains, "We initially thought we could use the out-of-the-box Maximo solution. But with only two part-time people on the project team, neither of which had in-depth experience with this sort of thing, and realising that our version of Microsoft Navision was too heavily customised to integrate with out-of-the-box Maximo, the implementation became a lot more complex and ended up taking two years."

The turning point came when Real Journeys brought in some extra resources with experience and skills specific to Maximo, Navision and their project. With the help of these people, they were able to develop and execute a plan for successful deployment – including building 12 integrations, 11 of which worked with Navision and one with the payroll system.

Overall, the Real Journeys team has learned some valuable lessons from the deployment of Maximo. For the two significant IT projects that have followed since, they ensured they had the right people on the team, which has resulted in much smoother implementations.





**WE WERE ABLE TO  
TAKE A COACH DOWN  
FROM ABOUT 50 WORK  
ORDERS TO 20.**

## MATURE ASSET MANAGEMENT WITH MAXIMO

While the deployment was not without its challenges, the effort was worth it for the Real Journeys team. They now use Maximo for job plans, PM routines, work order management, purchase orders, time-writing, asset information & history, service requests and meters (data, condition). They also use the Certus Mobile application, which has been very valuable. “Our technicians use tablets out in the field. They download all the data at the start of the day since there is often no wi-fi or mobile signal where the work is. They then do all their work on the tablet using either the work order record or making service requests. That data then uploads to the backend at the end of the day. That’s been working really well for us.”



**WE WOULD REGULARLY BUY  
EXPENSIVE THINGS THAT  
WERE SITTING IN STOCK ON  
THE SHELF. MAXIMO IS NOW  
PREVENTING THAT.**

Overall, deploying Maximo and customising the solution to their needs has helped Real Journeys to streamline asset management and has resulted in several key benefits including:

- Significantly more comprehensive data management and reporting with much better visibility of key information and automations that save time
- Significantly improved workforce efficiency and fewer general overheads. For example, the planning of the annual winter service of their boats used to take about 800 hours and is now down to about 150 hours
- Full visibility into available inventory has eliminated unnecessary purchases when the item is still in stock (something that used to happen regularly)
- Autogenerating purchase orders from approved work orders saves time out in the field
- Consolidating several PMs for tasks on the same part of an asset into just one PM has removed a lot of administrative work.

## FUTURE

Since implementing Maximo, Real Journeys have moved from purely reactive repairs when something breaks towards a much more proactive approach to maintenance and with systems that are valuable tools and treat information as assets. “We feel like we’ve reached the middle point of the Enterprise Asset Maturity Model and we’re looking forward to soon hitting that upward slope where we will start using the full capabilities of Maximo.”

Some of the functionality they plan to start using includes the scheduler tool to be able to do full forecasting and optimise trips to remote locations, collecting the full failure data, integrating with EROAD and working towards a shift to predictive maintenance.

“Maximo has been an excellent tool for enabling us to improve the efficiency of our work planning and how much work we can get done with our team. We have big plans to take this even further in the future.”



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## INTELLIGENT DIGITAL BUSINESS

Every aspect of our lives is being inescapably impacted by exponential change, across business models, operating models and engagement models. If you are concerned with shifting the digital dial to evolve your business across these models, we are here to help you do it right - first time.

With a deep understanding of Asset Intensive Organisations we believe in the importance of intelligence, not just as a starting point, but at every point in building a fit for purpose digital systems and digital interaction. We work with you to unlock value through empathy, insight and applied methods, so that you can unlock “the possible”, at the same time as realising tangible benefits with the right step change for your asset intensive business. Central to this approach is an ecosystem of specialist platforms and partners all dedicated to you being a successful digital change agent.

Our goal is to help you evolve your organisation into an intelligent digital business that remains relevant in digitally disrupted times.