Case Study
Melbourne Water

»Fujitsu has worked with Melbourne Water to provide a robust platform to drive future efficiencies and deliver significant savings. We can now manage work execution, resources and inventory with a long-term asset strategy that will make our business operate more effectively.«

Chris Truscott, IT Programme Director, Information Technology, Melbourne Water

The customer

Country: Australia
Industry: Utilities
Founded: 1891
Employees: 945
Website: www.melbournewater.com.au

The challenge

Melbourne Water wanted to replace its legacy asset management system with a sustainable and fit-for-purpose system and migrate a core set of asset management processes and data onto the new platform, while taking the opportunity to improve processes and data and enhance functionality and integration where appropriate.

The solution

The company worked with Fujitsu to deploy IBM Maximo Asset Management System to support 600 users and enable more accurate tracking of inventory, jobs and assets such as rivers, creeks and sewage plants.

The customer

Melbourne Water was formed in 1992 when the Melbourne and Metropolitan Board of Works was disaggregated into a wholesale supplier and three retail water authorities. It is wholly owned by the Victorian State Government and day to day it manages water supply catchments, treat and supply drinking and recycled water, remove and treat most of Melbourne's sewage, and manage waterways and major drainage systems in the Port Phillip and Westernport region.

Melbourne Water acts as a wholesale supplier to customers including the metropolitan retail water companies, other water authorities, land developers and businesses that divert river water – as well as the 1.8 million households who receive waterways and drainage services.

The challenge

Managing approximately AUS$15bn of both natural and man-made assets requires a sophisticated and robust IT platform. Melbourne Water had relied on an aging asset management system that was due to be upgraded to its eighth iteration. However, this would involve considerable investment and inhibit the ability to optimise the existing processes.

"Updating our existing platform would mean a significant financial outlay and tie us into a system that was no longer flexible or agile enough to meet our needs," explains Chris Truscott, IT Programme Director, Melbourne Water. "We wanted to drive efficiencies, review business processes and essentially make the business operate more effectively."

The company undertook an audit of its existing processes and outlined a number of areas that showed room for improvement. This led to the identification of seven core processes, including maintenance regime, risk management, works order management, the asset register and performance data management.

"There was a mixture of maturity in terms of these processes so we wanted to make them more consistent across the entire business – that required the right IT partner," adds Truscott. "We put the project to open tender looking for a vendor that could deliver an end-to-end enterprise-wide solution that would integrate all the various widgets and databases we had developed over the years."

The benefit
■ Saved AUS$70m over the next 15 years
■ Established efficient, quick and safe maintenance regimes for the 50,000 jobs scheduled each year due to richer data and analytics
■ Enabled total visibility of all assets, jobs, resources and stock via a single dashboard - enabling the company to better track operations

Products and services
■ FUJITSU Systems Integration

Melbourne Water decided that IBM's Maximo Asset Management suite would be the ideal platform but it needed an experienced team to design and deploy it while delivering the necessary integration. Technical ability and cost were the primary criteria but Melbourne Water also wanted a partner with an outstanding health and safety record in order to reflect its own ethos and values.

"Fujitsu was the best choice because it had the expertise and scope to handle a complex migration to Maximo," says Truscott. "For example, Fujitsu had already carried out a similar installation at Sydney Water, which gave us the confidence that it could meet our needs."

The solution
The 30-strong Fujitsu team used its proprietary Maximo integration methodology to convert around 30 disparate systems and databases onsite at Melbourne Water. This involved mapping processes and reviewing requirements as well as a number of workshops over the course of six months.

"Fujitsu was responsible for the design at the end of which it became clear we should also include an organisational change component," continues Truscott. "That became the second phase of the project, which Fujitsu also supported effectively."

The work took place at Melbourne Water's head office, where Fujitsu created a new location-based hierarchy and new data models onto which the existing hierarchies were mapped. In total, over AUS$1bn worth of work orders were migrated, down to the last cent.

"There was a series of progressive releases over five months which followed putting the new system into production," comments Truscott. "That required three days of outage prior to Christmas to complete the migration."

The benefit
As a result of Fujitsu's meticulous design and planning, Melbourne Water now enjoys consistent asset management and maintenance processes which deliver more customer-centric results at lower costs. It expects to save AUS$70m over the next 15 years.

"We have richer data and analytics for all our water supply system, rivers such as the Yarra, creeks and sewage plants which means we can fine tune our maintenance regimes and better manage our inventory," comments Truscott. "If we have scheduled maintenance, we know exactly what parts are needed and can plan accordingly so jobs are completed more quickly and more safely."

Over 50,000 maintenance tasks take place every year, each of which is now more efficient, courtesy of the new Fujitsu-built Maximo asset management platform. In addition, a single dashboard provides visibility of every asset and related jobs.

"Fujitsu has worked with Melbourne Water to provide a robust platform to drive future efficiencies and deliver significant savings," says Truscott. "We can now manage work execution, resources and inventory with a long term asset strategy that will make our business operate more effectively."

Conclusion
With the high-performing, flexible asset management solution in place, Melbourne Water is working with Fujitsu to identify other parts of the business where they can partner together.

"Due to the success of this project, we're now migrating the management of drainage schemes to Maximo with the help of Fujitsu," concludes Truscott. "Fujitsu has proven to be a valuable and essential partner as we modernise our business and streamline operations.

"One of the overriding drivers of the success of the project was that we took a relationship approach to the partnership that included Fujitsu being a member of the Melbourne Water Project Leadership Team (PLT) and that we jointly developed an agreed set of relationship themes of what success would look like for each company. Our ability to leverage off the strong relationships we established was absolutely key to the success of the project, and has carried through to the initiatives Melbourne Water is currently working on with Fujitsu."

Chris Truscott, IT Programme Director, Information Technology, Melbourne Water

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