

MAINTENANCE RE-DESIGN

Large | Regional | Social Enterprise

PROBLEM

It was identified that the maintenance function had the greatest inefficiencies within their planning and service delivery processes.

SOLUTION

Mapped the existing processes to identify key points of leverage:

- ❖ With the relevant stakeholders we collaboratively redesigned service delivery and planning processes.
- ❖ Conducted a pilot project to understand the implications of the redesigned processes.
- ❖ Documented and incorporated pilot findings into final process design.

OUTCOME

An approved strategy with a roll out plan that:

- ❖ Created new processes that allowed for direction setting, clarity and accountability and informed decision making that enabled saving and improvements
- ❖ To date the business process redesign has led to approximately R3, 500, 000 savings in Routined Maintenance; and
- ❖ A projected R19, 533, 000 savings to be achieved within the next 3 years.

KEY CONSIDERATIONS & CHALLENGES

- ❖ Competing perspectives
- ❖ Power dynamics
- ❖ Sensitivity of the process

WHAT WE LOVED

- ❖ Our intervention had far reaching implications for the organisation.
- ❖ We involved stakeholders at all levels in the redesign effort from caretakers to the executives.
- ❖ The client was excited about the potential changes that the redesign process would bring them.