

A composite background image featuring a wind turbine on the left and a high-voltage power transmission tower on the right, set against a dark blue night sky with stars and a glowing horizon. The bottom portion of the image shows a satellite view of Earth's continents.

International Transmission Asset Management Study (ITAMS)

Improving The Effectiveness of Your Asset Management

Program Overview ITAMS 2018

September 2017

The **International Transmission Asset Management Study** (ITAMS) is a study of Asset Management as a management discipline, and places **measures on the key areas needed to perform Value-based Asset Management**.

Former participants indicate that Value-based Asset Management enhances your decision making and could result in up to 20% savings on OPEX/CAPEX.

ITAMS is tailored for Transmission System Operators and:

- Shows your position against similar organizations in both Asset Management practices, and Asset Management results (value realization).
- Allows you to demonstrate, when best in class, there are no known improvements that have not already been implemented (excellent according to ISO 55001).
- Sets your management agenda on hard data, indicates where there is room for improvement and where you are “best practice”.
- Is inspirational by sharing and discussing best practices with your peers, and guidance by an independent expert (UMS).

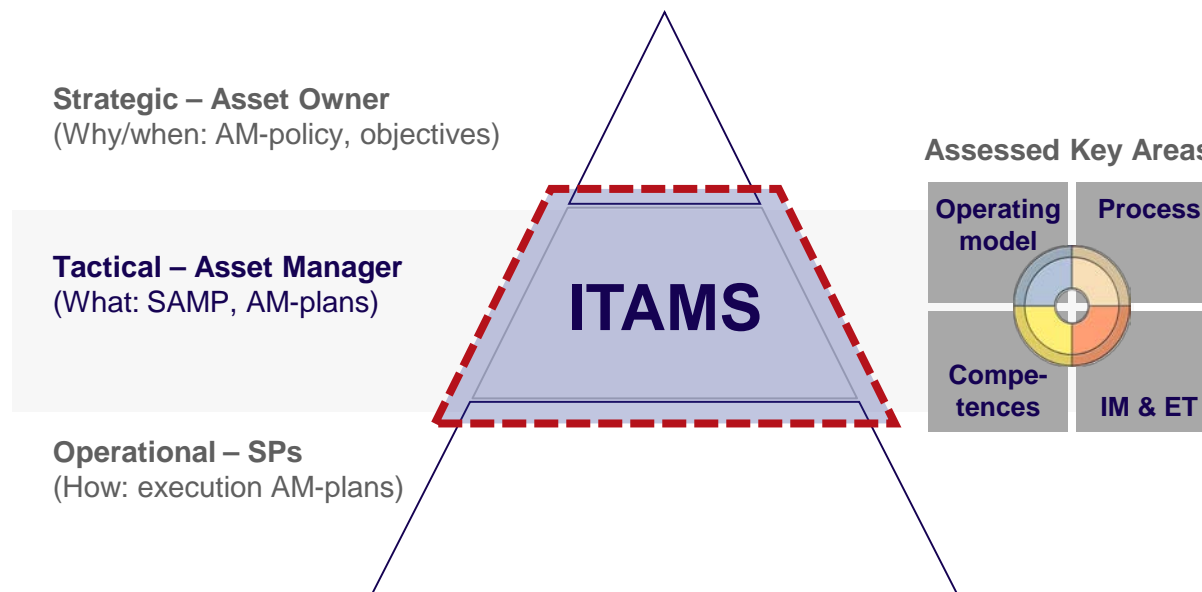
UMS is scheduling a new cycle for ITAMS, as a follow-up on the very successful past four cycles (2010 - 2016). Data collection will start in Q2 - 2018, and the Final Reports be delivered in Q4 – 2018.

Program costs are **€39000**. Additional costs such as UMS travel expense and the costs associated with conducting the results conference will be **€2500** per participant.

ITAMS - Introduction

The **International Transmission Asset Management Study (ITAMS)** is a multi-company initiative, that creates insights into leading practices for improving the effectiveness of Asset Management and is aligned to ISO 55001. ITAMS has been set up as a learning consortium guided by an Executive Advisory Board comprised of participants and is performed every two years. A cycle ends with a results/best practices conference designed for sharing knowledge and addressing opportunities and improvement initiatives.

The ITAMS program focuses on the tactical level of Asset Management and is zooming in on four key-areas: Operating Model, Process, Competences, and Information Management & Enabling Technology.



ITAMS:

- Benchmarks the **maturity, alignment** and **completeness** of your AM-system and practices against peers.
- Shows the **effectiveness** of your asset management.
- Shows how (well) your **asset management is performed, organized** and **supported**, and allows you to learn from the best practices.
- Covers quantitative, specific and practically applicable elements, **complementary to ISO 55001**.

During the last cycle of ITAMS (ITAMS 2016) the following best practices were highlighted:

- Successful reorganizing the Asset Manager (TransGrid)
- RM-tool SAM and interface with MBI (TERNA)
- Development and implementation of Risk Management process (OETC)
- ELVIS Project, integration of best-of-breed standard software products (Fingrid)
- Implementation of Value Driven Maintenance (ELES)
- Maintenance 2021 project, maintenance digitalization by IoT solutions (Fingrid)
- AM journey at OETC (OETC)
- Mobile capturing device substation inspections (TransGrid)
- Use of drones for OHL inspection (GCCIA)

Latest developments and trends were placed in context while discussing the following topics:

- Risk Management from an international perspective.
- Data driven asset management. Is there a business case?
- The real value added by Asset Management.

In ITAMS 2018 extra emphasis will be put on:

- Data driven Asset Management
- Performance management
- Competences
- Continual improvement
- Reducing data entries (e.g. copying data from earlier runs)

ITAMS Results

In order to serve as a program that enables Asset Managers to better understand their organization, obtain hard facts for the support of improvements, and facilitate knowledge sharing, the results of ITAMS are presented in three ways:

- 1 Executive Summary**
 Evaluation of participants' Asset Management covering strengths, weaknesses, and recommendations.
- 2 Analysis**
 +/- 200 pages of in-depth analysis, providing facts and figures that support the findings.
- 3 Peer-to-Peer**
 Results/best practices conference designed for sharing knowledge and addressing opportunities and improvement initiatives.

High Level Results ITAMS 2016



* The BP-scores are referring to the results of the four overall best performing companies!

Main Assessed Elements

The following elements are assessed, analyzed, compared and reported:

General

- Ownership
- Major key figures
- KPI targets and scores
- Major projects performed and planned
- R&D

Operating model

- Business roles (AO,AM, SP)
- Organizational structure (e.g. FTEs and costs)
- Asset Management policy
- Stakeholder importance
- Business Value Framework
- Performance management (KPIs)
- Asset Management objectives
- Risk management
- Level and quality of documentation
- Leadership
- Continual improvement
- Added value of Asset Management

Process

- Maturity of sub-processes: Risk Management, Asset Strategy, Investment Planning, Investment Delivery
- FTEs per sub-process
- Output per sub-process
- Life cycle management
- Asset strategies & functional policies
- Decision making skills
- Optimization/prioritization
- Standardization
- Conformity with terms of delivery
- Analyze/evaluation of completed work

Key Figures

- System size
- Customer mix
- Network characteristics (circuit length, no. of transformers, global condition of assets, etc.)
- Type of regulation
- Financials (OPEX, CAPEX)
- Performance (SML, LTIF, etc.)

Competences

- Maturity of technical competences
- Maturity of non-technical competences
- Willingness to change and learn
- Capacity for executing core processes
- Level of experience
- Education/training
- Employee appraisal
- Budget and time for training and education

IM & ET

- Maturity of enabling technology/IT-systems
- Quality and completeness of data
- Data model
- Information Management capability
- AM ownership of IT and data
- Maturity of data analytics
- Applied IT-tools



Participants ITAMS 2010 - 2016



Learnings/Insights

- Validation of current path
- Equal challenges for all peers
- Insight into practices of front runners
- Resulted in insight into improvement road map

Program Conference

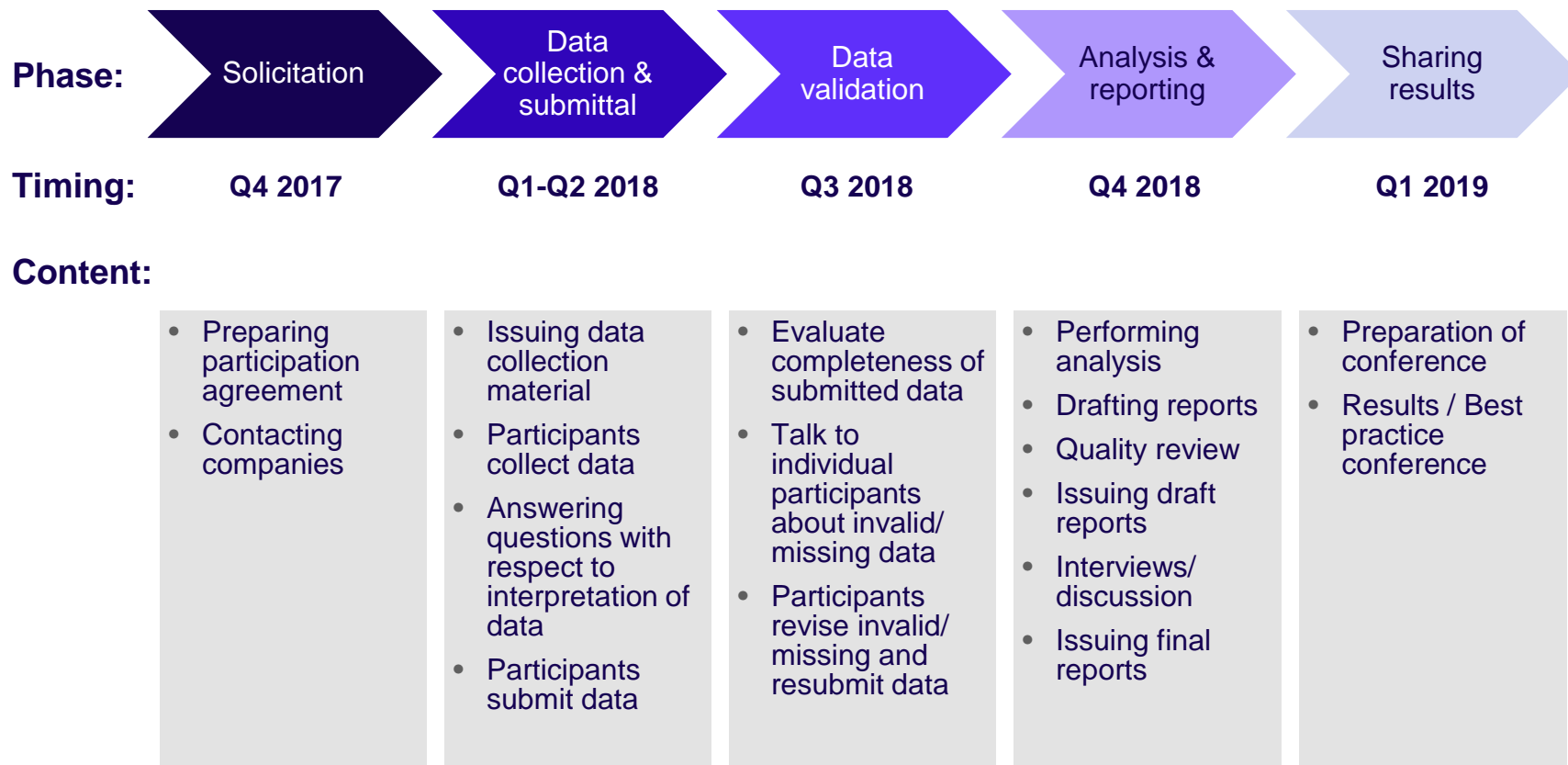
- Excellent content of the program
- Balanced mix of participant practices and UMS point of view
- Strong link between benchmark and conference topics; well-chosen topics

Conference

- It was great
- It has been inspiring
- Very open atmosphere
- Great learning

ITAMS is guided towards the major priorities and emerging issues for the industry by an **Executive Advisory Board** comprised of participants. The Advisory Board for ITAMS consists of four members representing respectively: Europe, Americas, Asia/Australia, and Middle East/Africa.

Schedule ITAMS 2018



Pricing of ITAMS 2018

The cost of ITAMS 2018

- Program fee for new participants: € 39000 (fixed fee). Past participants receive a discount of 16%. A higher discount (max. 25%) will be offered when participants sign up for more than one future cycle (incl. ITAMS 2018).
- Fee for direct expenses to cover additional costs such as UMS travel expense and the costs associated with conducting the results conference: € 2500 (fixed fee).

Additional Services

- Optional data collection support by UMS personnel
- Optional on-site result workshops
- Optional analysis and reports (e.g. ISO 55001 gap analyze)

If you are interested in the ITAMS program or want to join ITAMS 2018 please contact Johan Huisma at jhuisma@umsgroup.com or +31681766523.

More information about the ITAMS Program and UMS Group can be found on www.umsgroup.com. Here you can also download the **e-book** published with regards to the **ITAMS 2016**.

UMS *group*

Johan Huisma

Director

Program Manager ITAMS

*UMS Group Europe B.V.
Amstel Business Park
Joop Geesinkweg 901-999
P.O. Box 94013
1090 GA Amsterdam
The Netherlands*

Mobile: +31-68-176-6523

Office: +31-20-561-7033

Fax: +31-20-561-6666

jhuisma@umsgroup.com

www.umsgroup.com

UMS *group*

Jan Schipper

Vice President

Managing Director Europe

*UMS Group Europe B.V.
Amstel Business Park
Joop Geesinkweg 901-999
P.O. Box 94013
1090 GA Amsterdam
The Netherlands*

Mobile: +31-63-016-6654

Office: +31-20-561-7033

Fax: +31-20-561-6666

jschipper@umsgroup.com

www.umsgroup.com