

Session : 2.3.6

Strategic Asset Performance Management @ Heineken & Heineken's Industry 4.0 initiatives

25 September 2018



Piet van der Schaar

Sr. Global Lead Maintenance & Asset Management

Heineken Global Production

Global Maintenance & Asset Management



Strategic Asset Performance Management at Heineken & Heineken's Industry 4.0 initiatives

Piet van der Schaar

Sr. Global Lead Maintenance & Asset Management - Heineken Global Production

Agenda



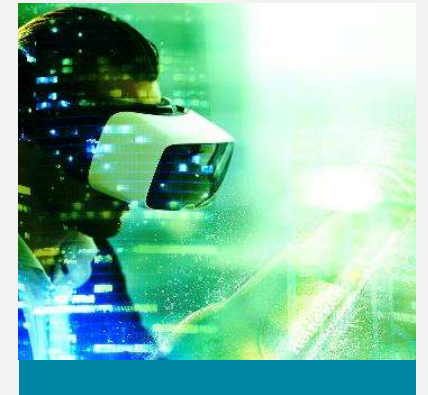
Introduction



Heineken Global
Production &
Global
Maintenance



APM -
Deployment of
Maximo in
Heineken



Industry 4.0 -
initiatives in
Heineken



1 Introduction

Who am I?



Piet van der Schaar
Sr. Global Lead Maintenance



2018 - today ...

Heineken Global Supply Chain

2015-2018:

Maintenance Specialist at Heineken Netherlands



2011-2015:

Regional Reliability Manager at Arizona Chemical (Kraton)



2007-2011:

Maintenance Consultant at Stork Asset Management Solutions

MSc – Mechanical Engineering, Delft University of Technology, 2004

HEINEKEN | A proud, independent, responsible global brewer

The world's most international brewer

- No.1 in Europe
- No.2 in the world
- Brands present in >190 countries
- Company present in >70 countries

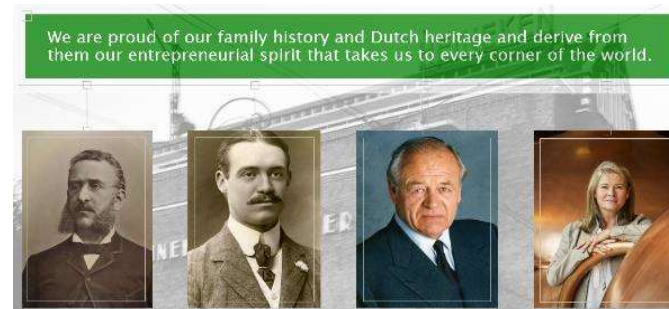
Brewing great beers and ciders, building great brands



Surprising and exciting consumers everywhere



Long and proud history and heritage



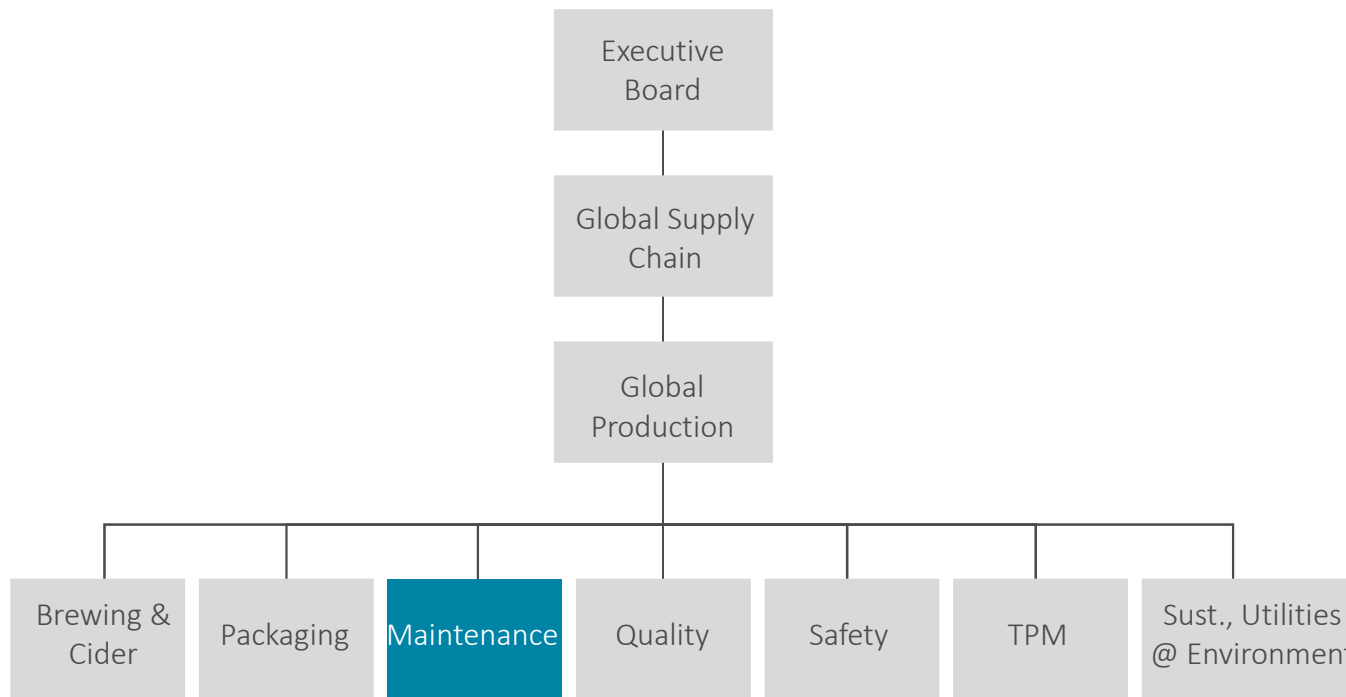
HEINEKEN | A proud, independent, responsible global brewer





2 Heineken Global Production & Global Maintenance

Global Maintenance & Asset Management

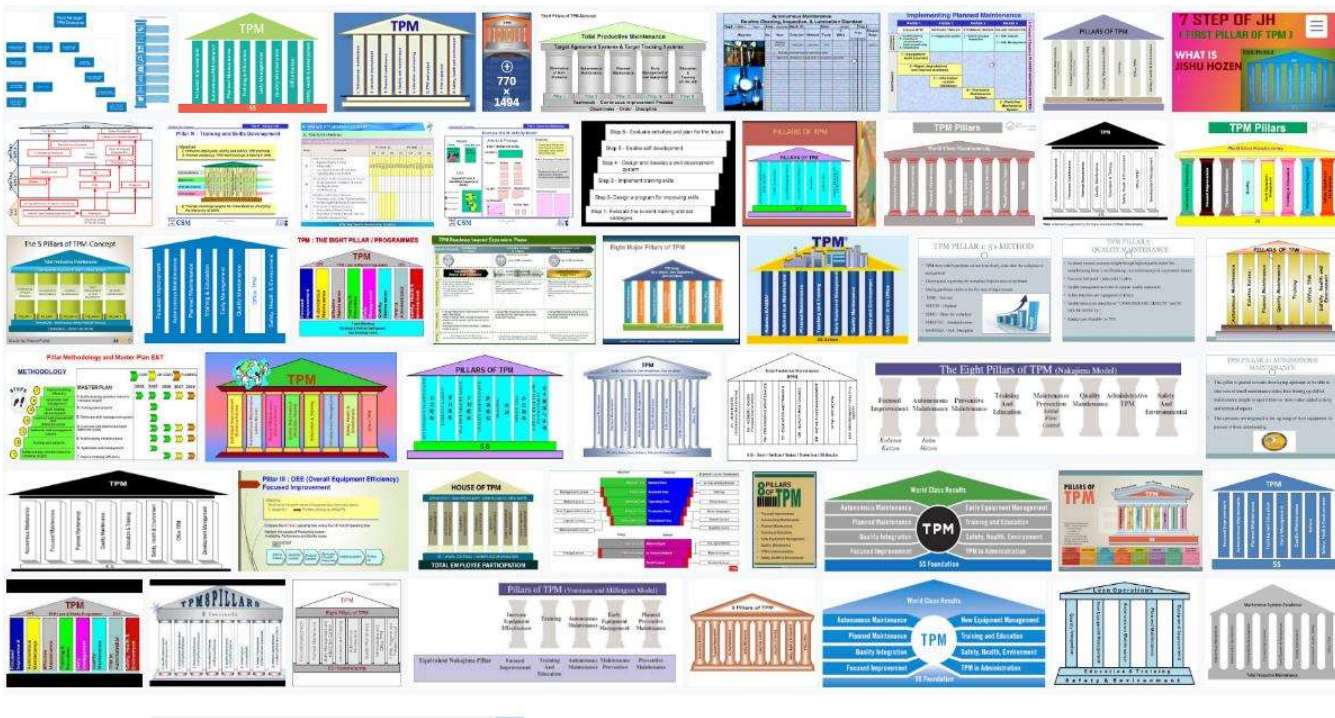


Vision: To be a recognized professional & successful global function.

Mission: Drive performance improvement through an integrated approach to equipment reliability and asset management



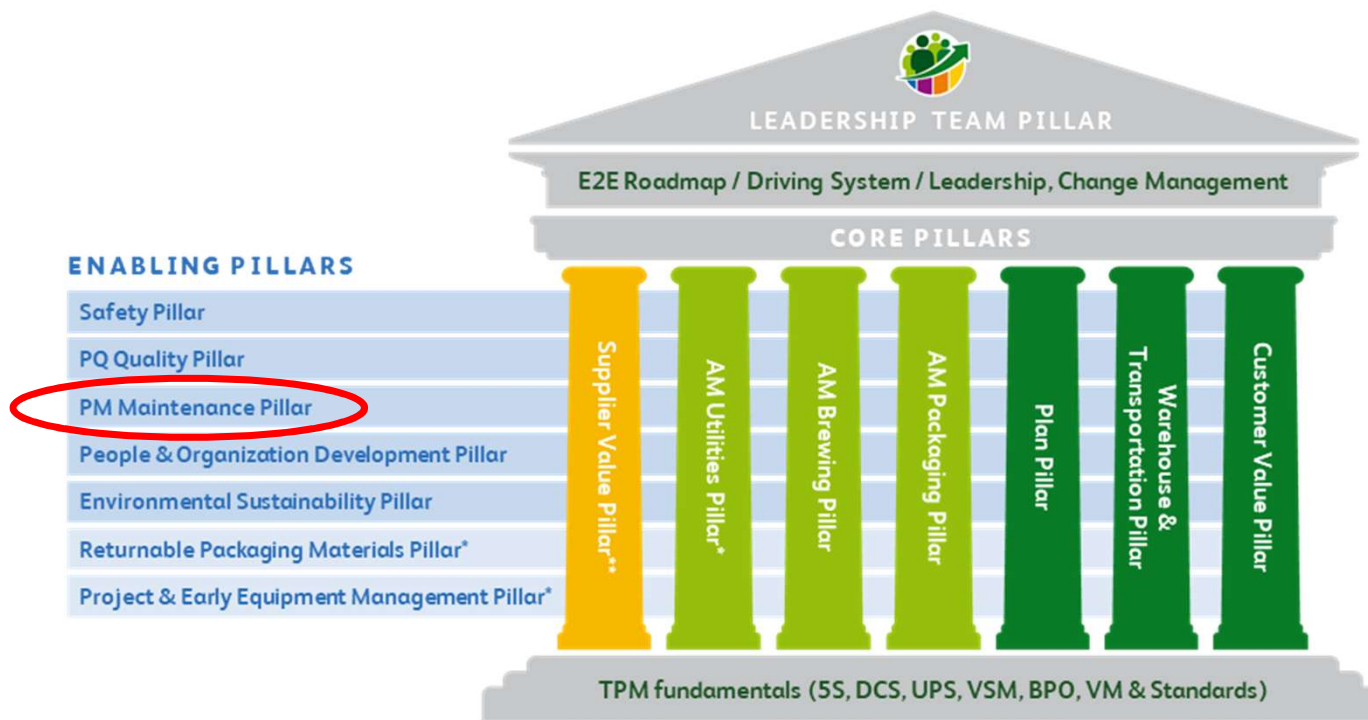
Global Maintenance & Asset Management



TPM defines our way of working

TPM is structured around pillars

Global Maintenance & Asset Management



TPM in Heineken

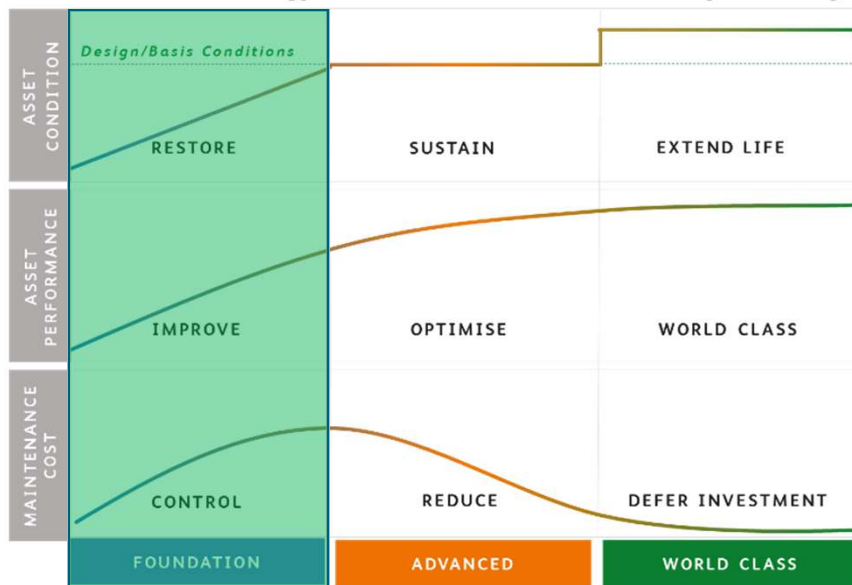
We own the Plant Maintenance Pillar

* Utilities can be merged with Brewing; EEM and RPM are optional as pillar.

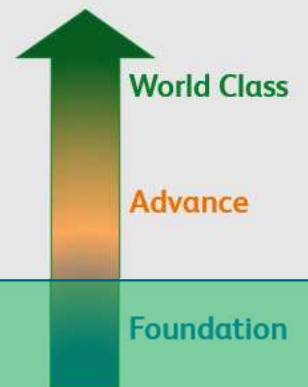
** Supplier value management to be developed based on business need.

Global Maintenance & Asset Management

Maintenance Strategy Defined and Differentiated by Maturity

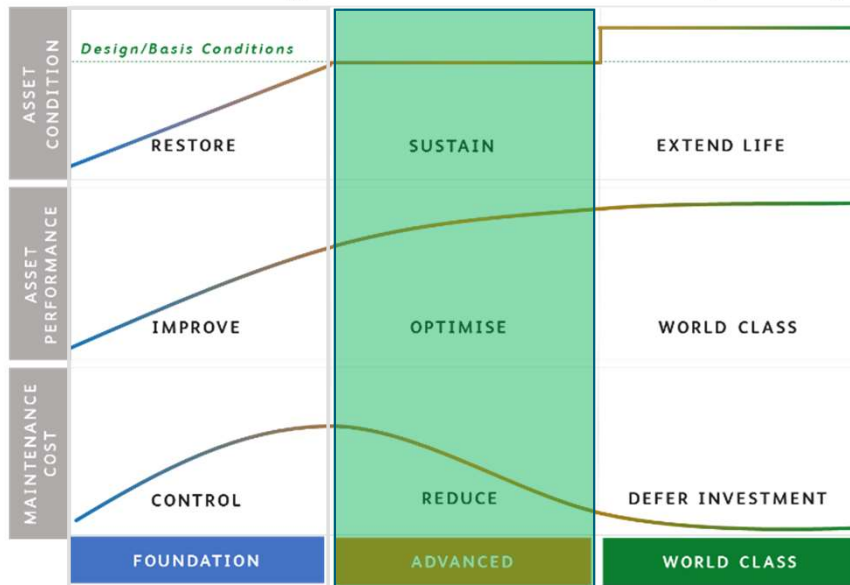


- 4 Extend asset life by realising full value
- 3 Optimise the planned maintenance system
- 2 Reduce minor stops & failures and transfer maintenance tasks
- 1 Restore basic conditions (RBC) & reduce breakdowns
- 0 Build pillar strategy, capability & basic processes

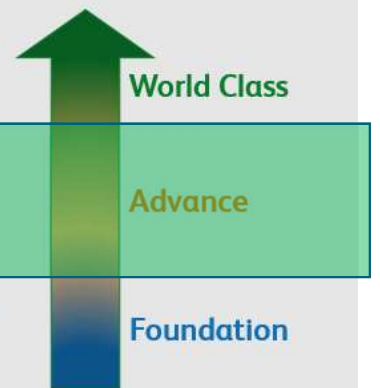


Global Maintenance & Asset Management

Maintenance Strategy Defined and Differentiated by Maturity

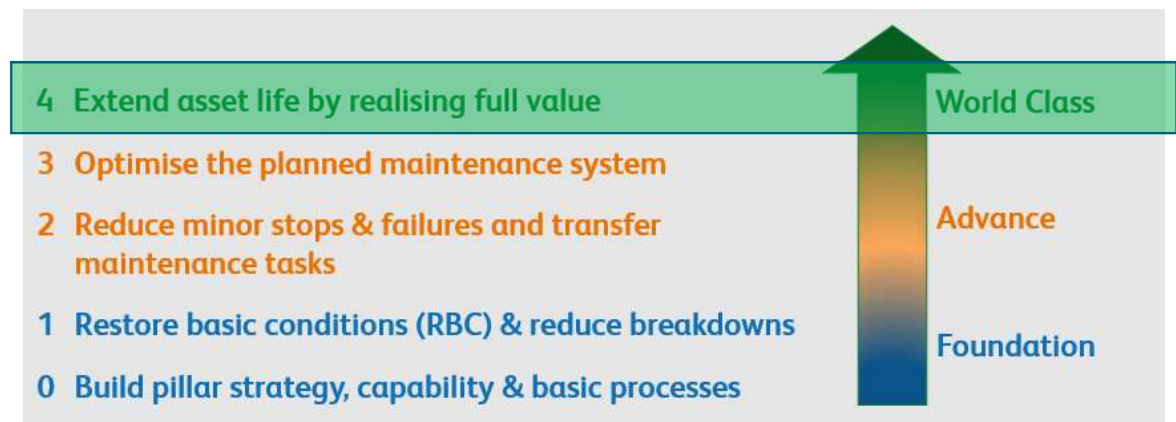
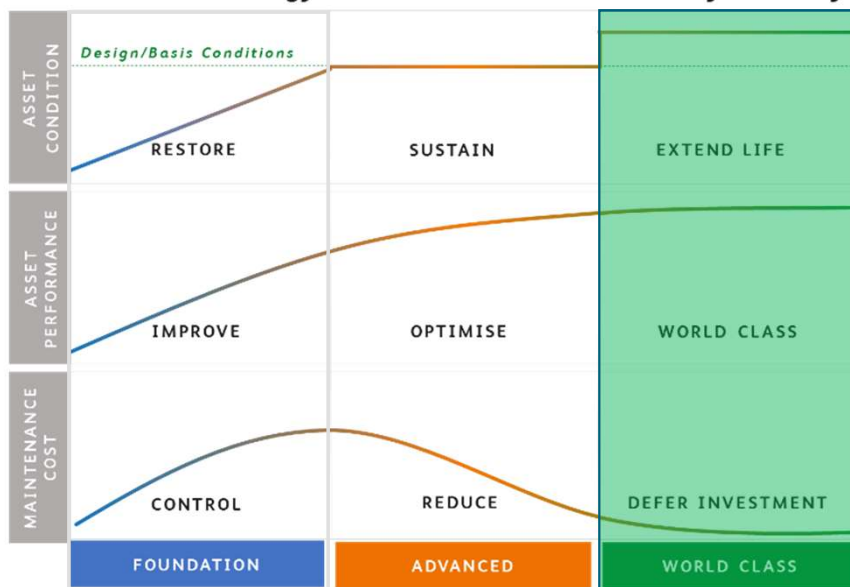


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Global Maintenance & Asset Management

Maintenance Strategy Defined and Differentiated by Maturity





3 APM - Deployment of Maximo in Heineken

Deployment of Maximo in Heineken



Where are we
coming from



Objective



How do we do it



Where are we
now &
Next steps

Where are we coming from?

- Multiple acquisitions by Heineken;
 - Many (stand-alone) CMMS's being used;
 - Difficult Central governance around maintenance processes, tools and data globally;
 - The need for support in (low-mature) breweries;
 - The need to steer maintenance activities in breweries
-
- **Parallel:** Heineken is standardizing all business processes and ERP's in use



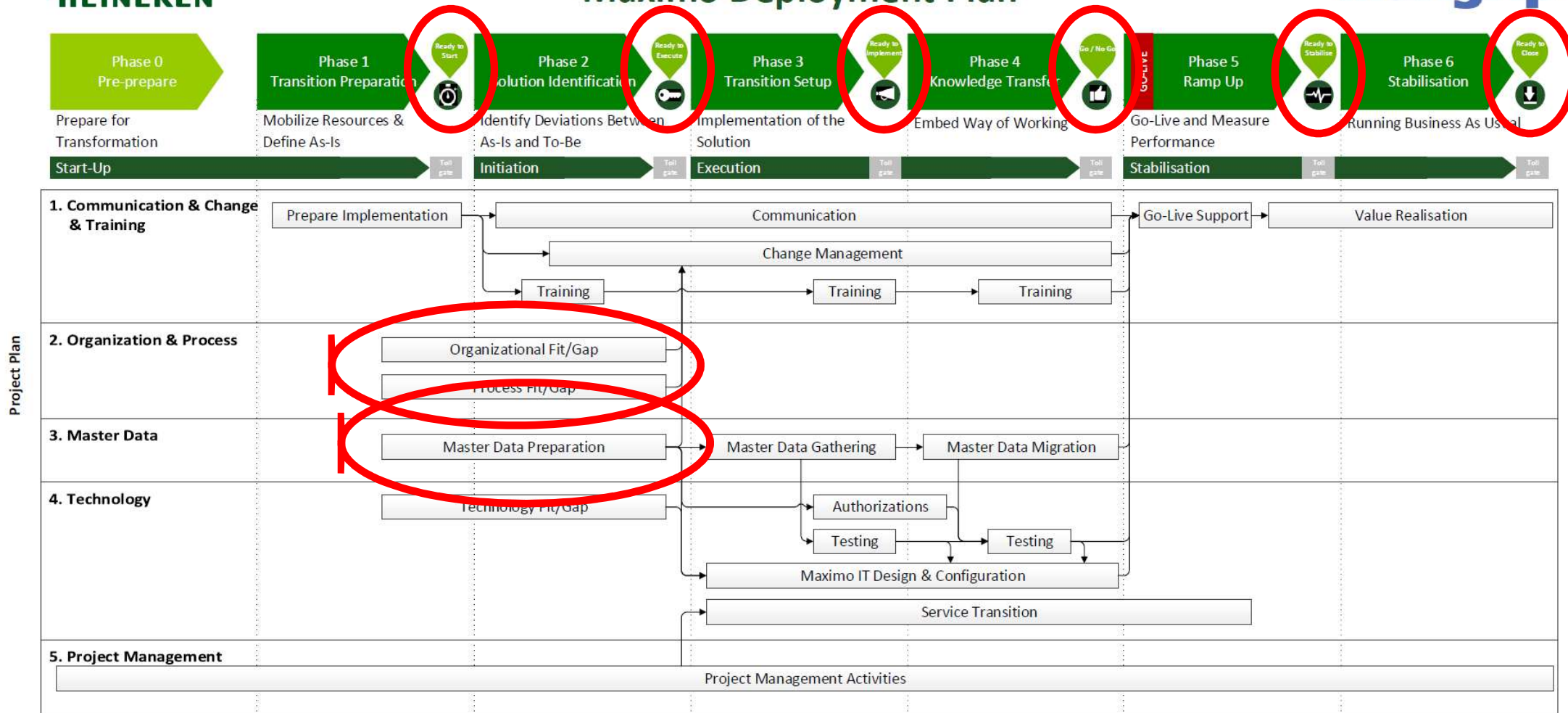
Objective of having a standardized CMMS in place



How do we do it?



Maximo Deployment Plan



Where are we now?



Breweries in scope for Maximo

Learnings – Project phase



- Stick to the plan;
- Strict governance is key to keep all stakeholders on board;
- No two breweries are the same;
- Effort is significant.

Learnings – After go-live

- Start with focus on basic maintenance processes;
- Appreciate the local situation;
- You've never trained enough;
- Maximo as 'SaaS'-solution is very convenient;
- Maximo itself can also be improved
→ budget for enhancements.
- APM can very well be supported by a standardized global CMMS





4 Industry 4.0 -initiatives in Heineken

Industry 4.0 - initiatives in Heineken

Augmented Reality



Don't get ready. Get started.

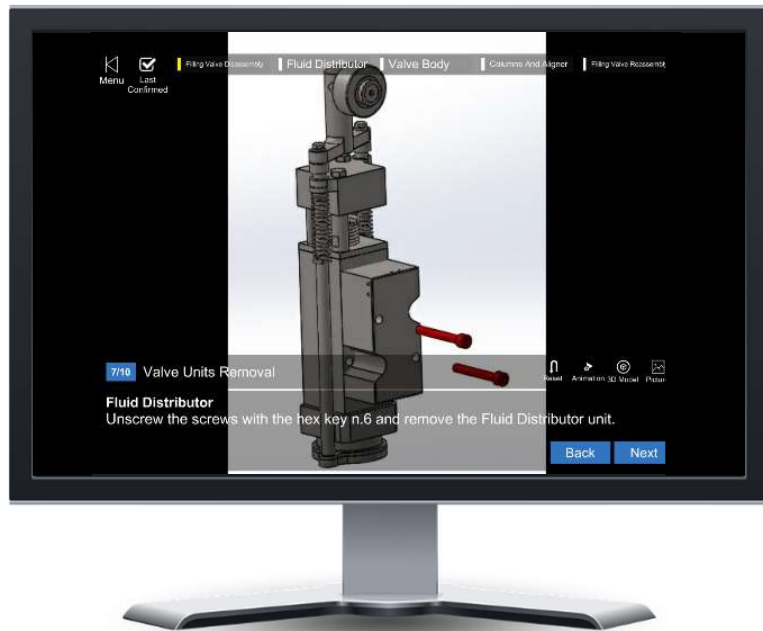
Remote Assist



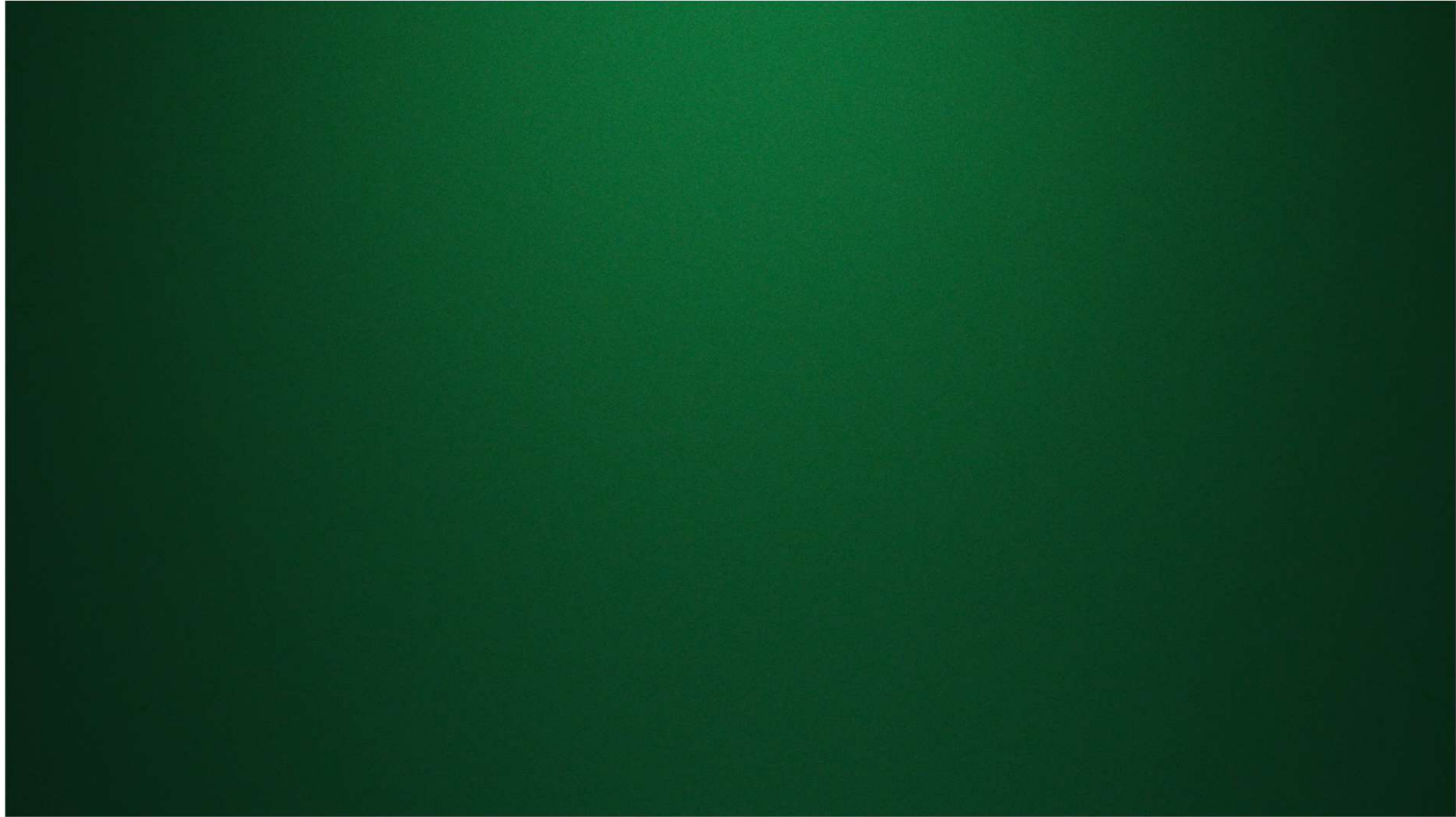
Additive manufacturing



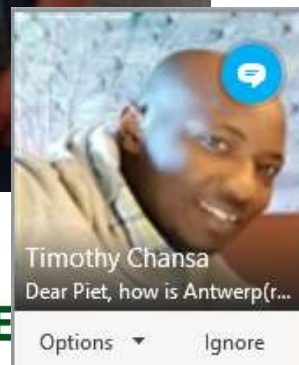
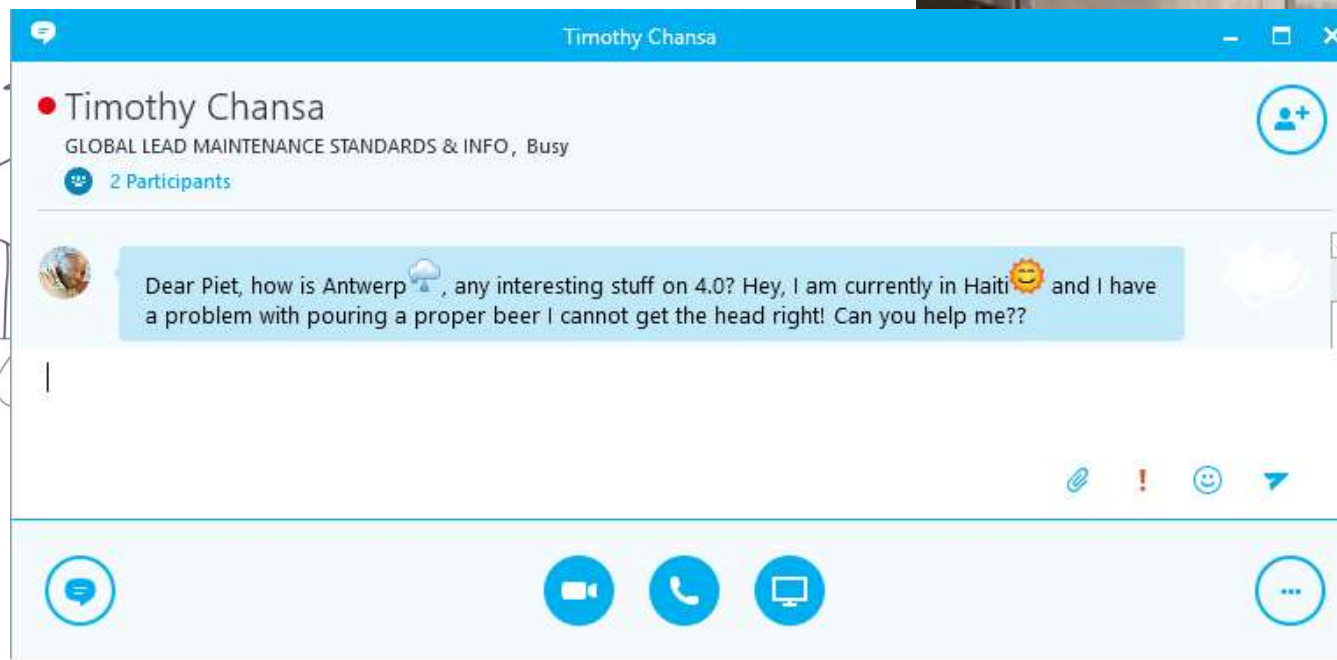
Augmented Reality



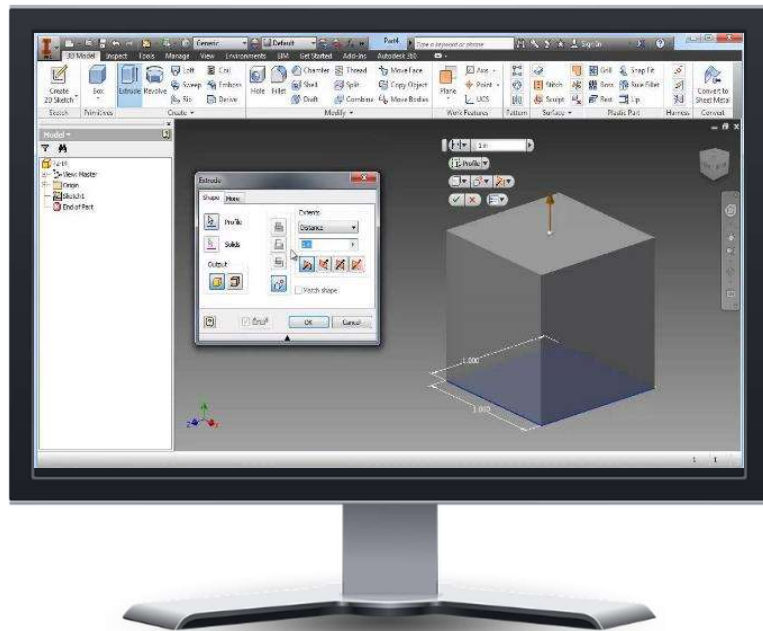
Augmented Reality



Remote Assist – 'see what I see'



Additive Manufacturing



We are discovering business value



Additive Manufacturing

The digital journey is about to start

Thank you for your attention



EURO MAINTENANCE 4.0

AN INITIATIVE OF



PRODUCED BY



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Thirsty? Let's have a Heineken @ stand HV4



Rerun: tomorrow 13.15 hrs – HV4.

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