

Client Reference

Mining and Mineral Processing AMIP and Strategy Development



Client Background

The client is a globally diversified mining and metals company with headquarters in Australia with operations in Africa and the Americas. They mine and process a number of metals including aluminium, energy and metallurgical coal, manganese, nickel, silver, lead and zinc.

The various operations had a diverse and uncoordinated approach to asset management, and this has had negative effects on their performance. There is a process to consolidate the various operations and define a balance between the individual operations' unique circumstances and requirements, and the need for a common process and governance approach.

Asset Management was identified by the board as being a potential driver of business success, and also a way of mitigation of material risk events. A limited scope asset management audit identified a number of opportunities for improvement.

We now have a comprehensive and benchmarked view on the status of asset management across all operations in the company. This provides a fact-based tool to identify, scope and prioritise asset management improvement initiatives.

Client Asset Management Lead

Key Challenges

- The client operates in five continents with multiple regulatory environments, languages and cultures.
- The market for the commodities that they produce is highly cyclical, and this led, in some cases, to a short term culture with less emphasis on a sustainable asset management model.
- Each operation and region had defined its own operating model and culture that suits the nature of its business. This resulted in an uncoordinated approach to asset management practices, information systems and reporting.



Value Add

- The client was able to obtain a consolidated, global picture of the state of asset management within the company. This covered both best practices and asset management performance.
- The client adopted the Pragma asset management framework of 17 Key Performance Areas, thus creating a shared understanding and asset management language across all the operations.
- The AMIP report benchmarked the various client operations against each other and (anonymously) against the Pragma database of some 200 mining and processing operations.
- Each operation was assessed using the Pragma framework and the results were used to identify and prioritise gaps specific to that operation. Based on these gaps, each operation developed a Strategic Asset Management Plan.

Pragma Intervention

- Pragma undertook an asset management assessment across twelve client operations across three continents, using the Pragma AMIP framework.
- For each operation, the processes were assessed against Pragma and client good practice standards. The asset management and process performance (Key Performance Indicators) were also assessed.
- Feedback was given in a comprehensive and detailed report for each operation. This was presented and discussed with each management team, enabling asset management alignment across strategic and tactical management. A summary report was prepared for the client executive team.
- The assessments were undertaken over a period of only four months in order to provide inputs into the following financial year's budget and planning cycle. This required the coordination of simultaneous assessments and reports to meet a tight deadline.

Tools and Technology

- Pragma's Asset Management Framework (aligned with ISO 55000 and GFMAM Landscape)
- AMIP Assessor Software
- Cliq Sense reporting and analytics data model and tools.