

# The beginning of an Asset



# Management Journey at London

# Gatwick Airport



# Becoming London's airport of choice

From the perspective of a passenger, airports are the crossroads between new destinations and coming home. It is a place of excitement and adventure. But also, a place of stress. Deadlines, gates closings and luggage pick-ups. It is therefore of the essence that every airport is supported by assets that help airlines and passengers get from A to B as smoothly as possible.

## Ultimo's EAM platform

Think of the terminals, the shuttles, the baggage handling. Or the shopping areas, toilets and airport lobbies. All kinds of examples of assets supporting passenger experience. Nevertheless, these assets have to be maintained in order to function effectively with only the minimal amount of downtime. Naturally, failures should be avoided, because they may have a great impact on the overall logistic process; and should failures occur then they must be fixed as quickly as possible.

This is where an Enterprise Asset Management System (EAM) comes in. In this case, the Ultimo EAM, which has been implemented at Gatwick Airport London.

## General facts & figures

- Total number of passengers: 46.1 million
- Aircraft movements: 284,000
- Total cargo: 113,000 metric tonnes
- Total number of aircraft seats: 53.1 million
- Average number of passengers per flight: 165
- Average load factor: 86.7%
- Biggest airline: EasyJet, carrying 18.7 million passengers
- Long haul passengers: 8.6 million
- Top destination served: Barcelona (1.6m passengers)

## One of the most visited airports

Gatwick Airport London is one of the most visited airports in the UK. Until recently, it even was the busiest airport with only one runway for departures and arrivals. Even though Gatwick is 27 miles south of London, it has very good transportation facilities, which enable passengers to reach the centre of London quickly and easily.

It is Gatwick Airport's ambition to compete and grow to become London's airport of choice. In aiming at this goal, Gatwick has defined the following key values :

- Deliver great service every day
- Be better than the rest
- Work together as one team

Everyone who works at the airport has a role to play in these ambitions. So have the maintenance teams. That makes the urgency for a smoothly executed maintenance process even higher. For Gatwick an important reason to start the ADP project.

YOUR LONDON AIRPORT  
*Gatwick*

# IFS Ultimo and the ADP project

The implementation of the Ultimo EAM was not the main objective of Gatwick Airport. In fact, it was part of something greater, the Asset Data Platform, or ADP project. The ADP project is about managing the basis of assets for the entire airport over their duration of their entire lifespan.

This project is a significant step forward for Gatwick. It enables the airport to initiate, plan, design, build, commission, handover, maintain and decommission assets. With the eventual purpose to replace these assets with new ones in the future. These asset lifecycles repeat themselves over and over again. Gatwick wants to make sure that all these processes are aligned across the entire business.

## High-level project requirements

In order to make the ADP project a success, Gatwick had expressed the following High-Level Requirements:

- 1. Update and rationalise data**  
Update and rationalise data which had become unreliable because of the old legacy systems .
- 2. Replacement of old EAM**  
Implement a new, scalable, modern and configurable EAM-solution, containing proven building blocks for efficient Asset Management.
- 3. Replacement of old DMS**  
Replace the old DMS solution for a new one and integrate with the Ultimo EAM.
- 4. Implementing an asset life cycle**  
Provide capability to track assets in all their life phases, from procurement, commissioning, maintenance, decommissioning to replacement.

## Integration between EAM and DMS was necessary

But why was there a need for a new EAM Solution? Previously, Gatwick used Maximo as EAM Solution. A solution that had been in use for a very long time, and had been effective; however, it had aged considerably. Therefore, Gatwick had to maintain legacy hardware and faced limited support on their software version by the supplier.

To make the ADP project successful, not only the EAM had to be replaced by a newer and more modern solution, the Document Management System (DMS) had to be replaced as well. An integration between the EAM and DMS was included to enable the construction and maintenance teams to work closer together.

## Nearly impossible to generate reports

Another challenge was the legacy data in both systems: this had to be cleaned-up. Over the years, asset data was polluted by duplication and unreliable input. It was difficult to trust the outcome of asset data in terms of trend analysis and replacement. It was nearly impossible to generate reports that could fulfil the information requirements that helped Gatwick to continuously improve its maintenance activities.

## Business Transformation Program

The implementation of two new systems, the cleaned-up Asset Base data and eventually the support of Asset Lifecycles, this is what the ADP project was about. The ADP project wasn't just an IT program, it was a business transformation program. And with 12 million pounds invested overall, the delivery of the ADP project is one of Gatwick's largest capital programs.

An investment that will help Gatwick to manage and maintain their 2.3 billion-pound asset base of the airport. Assets that contribute directly to passenger's experience. Every day.

# Improved performance and availability of Gatwick's Asset Base

It is London Gatwick's ambition to compete and grow, and become London's airport of choice. Therefore, Gatwick seeks to provide a great experience to our passengers. Our assets contribute positively to this experience, provided they are safe, deliver high performance and are in great condition.

## Importance of reliable asset data

This is why it is important to have reliable operational asset data. Reliable data is essential to support decision-making and improve performance. Our daily management of maintenance activities improves and becomes more effective when we are able to quickly interrogate historic data as well as gain access to real-time information. This provides us with valuable business tools such as real-time status reporting. By adopting Ultimo, we now have that quality asset data and the means to quickly interrogate, query, search and filter data. Ultimo helped us to align with our asset management policy. We can now ensure that our assets are created, managed, operated, maintained and replaced to give the best performance. Ultimo allows us to plan effectively and make the right decisions to maximise value.



**We can now ensure that our assets are created, managed, operated, maintained and replaced to give the best performance."**

Ultimo also increases efficiency and productivity and improves the performance and availability of our assets. With this increase in efficiency and productivity, we expect Ultimo to have a payback time of three to four years.

## A modern solution with a fresh outlook

The reason we chose Ultimo was for the fresh outlook the organisation brought us. The software is a modern solution. It is configurable, intuitive and supports the industry's best practice. The system gives Gatwick a stable technology platform to build on. Another reason to choose Ultimo was the quality of the Ultimo team. They gave us confidence in their abilities to deliver a solution that would meet all of our needs. Appointing a new supplier meant the route to implementation would force us to review our business processes and clean up our data prior to migration.

Ultimo is not only a vendor, so this meant that we had a close and excellent working relationship with the developer of the software. Overall, I would have no hesitation in recommending the Ultimo product and team. For us, this is not a one-off improvement. It is part of an ongoing, continuous improvement process, which reflects the Kaizen approach to business improvement that we have embedded in our 'Gatwick Culture.

# Ultimo: partner and success factor during ADP project

Oliver Kane has been working with Asset Management and Asset Management Solutions for more than 10 years. In those years, he has gained experience and knowledge with other EAM solutions across multiple industries in the UK. His job during the ADP project? Supervising the team effort of implementing Ultimo at Gatwick.



**Oliver Kane**  
Project Manager

## A complete business transformation

Oliver: “From the beginning, it was important to understand what the implementation path was going to be. We had to make sure that all the requirements were met and that all business processes were mapped. The implementation of an EAM should not only be fit for purpose, it had to be a significant improvement to the business.” The implementation of the ADP project took 18 months in total, from detailed design up to Go-Live. According to Oliver it was not just a replacement of the old EAM to a new one. It was a complete business transformation.

“My purpose was to create a platform that can be built on for the next 5 to 10 years”, says Kane, “And I fully expect Ultimo to be still here and that we be using multiple modules. We are already looking for opportunities to use the work permits and health & safety modules.” With the rationalised database and the integrated Ultimo Asset Management Solution, Oliver thinks of Ultimo as a modern, scalable solution that helps Gatwick to operate in the most efficient way possible.

A solid foundation has been built and as for Oliver, it will help Gatwick improve its maintenance operations in the near and far future.

Laying the foundation for this significant improvement could only be done by working with partners, who are, from Oliver’s perspective, not just vendors of software. “During the selection of vendors, we specifically searched for a partner who is flexible, pragmatic, sensible and who has great business involvement. And quite honestly, we couldn’t have done this project without Ultimo; I couldn’t say a single negative thing about Ultimo as an EAM solution or as a partner.”



## Business Engagement

Overall, Oliver's experience of the implementation of Ultimo within the business went very well. "We did not have to ask for business involvement, because they were already involved by themselves. There was representation from an operational level, like planners and engineers, up to senior management level and on the engineering and construction side." The business input, like requirements and processes, was well-provided for which helped the ADP project become successful. However, good input must be turned into good output to be relevant, and especially during an EAM implementation. Oliver: "Ultimo was exemplary throughout. The level of engagement, commitment, experience and knowledge was high. They were willing to go above and beyond, being on site whenever we wanted them and giving us their expertise, views, opinions and experiences. That is what we valued most about Ultimo. The additional delivery of expertise was very important to us, because we don't always know what is right."

## Most exiting phase: Go-live

Through the 18 months of implementation, everyone on Oliver's project team worked hard to deliver, together with Ultimo, the maximum result for the ADP project. You can imagine that the moment of Go-Live was an exciting one. Oliver: "I felt like a student doing an exam. We had been very diligent concerning governance, implementation, resource management, training and testing. It felt like everything came together in an almost perfect go live."

To illustrate the moment after Go-Live, Oliver had planned a so-called 'Hypercare phase' with Ultimo to support the business. However, the first few days after Go-Live it was very quiet. No urgent phone calls or big issues, but a smooth transition from the old to the new system.

“

From the beginning, I wanted a partner, not just a vendor, and it turned out a success."

How was this almost perfect Go-live orchestrated? Oliver: "Well, we did do a lot of testing and provided a lot of training, just to make sure that everyone knew how Ultimo works and to see if there were no interrupting elements in the software. We did some internal promotion as well, but we were lucky that there was a lot of business involvement already."

## The essence of communication

Gatwick communicated continually on the ADP project, they set up an ADP internet page with open forum and organised meetings, conferences and informal sessions. One of these informal sessions was the Show & Tell sessions delivered by Ultimo. Oliver: "These were informal, weekly sessions specifically about the progress status of Ultimo. People from the business were involved and they could invite other people. The subject was different every week, like maintenance routes, jobs, or corrective maintenance and sessions were short and to the point. Twenty minutes were scheduled for the presentation of new configurations in Ultimo and ten minutes for questions. It was very well received by the business." Besides the communication efforts, the ADP project team did a lot of marketing and branding, like pens, notebooks, fleeces, cups. Oliver: "Winning hearts and minds is really important for a good EAM implementation, it is often underestimated."

When asked about the success factors of this project, Oliver summarizes: "Good engagement with the business, good team and a good supplier. Those were the three pillars that contributed to the success of this project. Beside the business engagement and the project team, a good supplier is key to such a project. From the beginning, I wanted a partner, not just a vendor, and it turned out a success."

# Ultimo makes maintenance more productive



**Tony Yates**  
Head of Engineering

Tony Yates is the ADP project executive member and key advocate for Ultimo being part of Gatwick's ISO55001 accredited Asset Management system. As Head of Engineering, Tony is responsible for all infrastructure within Gatwick, like elevators, travellers, lifts, x-rays, shuttles and so on.

With 250 people covering all the assets in Gatwick, Tony's engineering teams are focused on generating a high rate of productivity, and with a background working for manufacturers like Unilever, Kraft Foods and Nestlé, Tony has gained a lot of experience with different EAM systems. Tony: "One thing that was clear at my arrival at Gatwick, 4 years ago, was that the current system was an old legacy system. It was several versions out of date, poorly implemented in the first instance and it was very bureaucratic." So for Tony, a big part of the ADP project was not only buying new software.



The beginning of an Asset Management Journey at London Gatwick Airport

It was about understanding the asset base, rationalising all asset data and rewriting new maintenance policies. For all areas in engineering, Gatwick had to make sure that the correct data was put in the new system. "If you don't get the data and the architecture right in the first instances, you can have a lot of issues in the future." says Tony.

In his opinion, an EAM solution should be a tool that makes the performance of maintenance activities more efficient. "So, when a system is overly bureaucratic and cannot be used by the technicians on the shop-floor, for me, such a system is not supporting maintenance activities. An EAM has to be readily accessible, needs to have a simple interface, all technicians should be able to pick up work out of the system and they should be able to feedback on jobs as easily as possible."

## Ultimo Mobile for higher productivity

The implementation of the Ultimo EAM brings the technicians a simple and readily accessible interface, it also gives them information right-on-the-spot. "We are happy to implement Ultimo Mobile. It is the areas managers' target for this year to push the usage of Ultimo Mobile, because it is direct productivity for us. Especially on a large campus like Gatwick, if a technician needs a spare part, it is far more productive to look at his hand held to see if a spare part is available instead of driving to the stores to find out that it is not available. It is purely saving of production time."

When asking about the first experiences with Ultimo as an EAM system, Tony replied that technicians gave positive feedback. "Technicians say that it is a quick and intuitive system. They like working with it and so use it often." Tony also pointed out that, when implementing a new system, people mostly need a long time to get familiar with the new system, they are used to the old way and are not eager to change. "In the case of Ultimo, they have embraced it."



In the end, it comes back to usability and functionality. Ultimo ticked all the boxes."



## The name of the game

Like Oliver, Tony experienced the implementation of the Ultimo EAM as near to seamless; “It was an excellent implementation and I’m very pleased with Ultimo.” Combined with the correct data, work orders can now be allocated in the correct areas. In the past, work was allocated to the wrong assets or multiple times to different technicians. Again, it is a productivity measure, we are not sending people multiple times to a job. Our background is heavily in continuous improvement. We now have the tools to do so. We have a clean system and the goal is to keep it clean.” “Thanks to Ultimo, we are now eliminating losses we could not track with the old system.”

For the engineering teams of Gatwick, preventive maintenance is the name of the game. Number one priority is the passenger experience, so the equipment needs to be available as near to 100% of the time. This also applies to the ceilings, lights, and repairs, of for instance cracked tiles. Tony : “We want to be in the position where we do not have any equipment failure anymore. The importance lies in understanding preventative maintenance regimes, understanding where we have losses and where we adjust the frequencies between preventative maintenance activities. Together with the Ultimo EAM, we have the tools to aim for that 100%.”

## ISO55001 compliancy

“Ultimo is also an important addition to our armoury in complying with the ISO55001 standard” “Over the last few years we received consistent feedback from the auditors: that we have one weakness, our old EAM system. We invest over 250 million pounds a year in new infrastructure. So, when it comes online, we maintain it from day one and we need to get as much life out of it as we can. The auditors can actually see that we have invested in a new system and that is a real commitment of the airport. We are looking forward to the audit, also because the Ultimo EAM is so well-used by the technicians.”

When advising other organisations in stimulating technicians to use the EAM, Yates returns to the basics. “Many EAM systems have similar functionalities, but it all comes down to how intuitive and simple the interface is. Above all, the EAM needs to be usable for the technicians, they are the ones that provide input. The Ultimo EAM must be used every day, by all technicians of Gatwick. This is a system that we will use for the next ten to fifteen years. So, in the end, it comes back to usability and functionality. Ultimo ticked all the boxes.”



# More efficiency to increase maintenance and uptime



**Tony Embling**  
Senior Manager Asset Management

Tony Embling is head of the Asset Management Team of Gatwick and joined the organisation 3 years ago. Besides being the head of the Asset Management teams, which involves around 36 Gatwick teams and 40 contractors of various sizes. Embling was a full-time business representative and Ultimo user during the ADP project as well.

Tony - "We have been one of the first major airports that not just replaced the old EAM and DMS for a new one. With the ADP project we wanted to help data to be improved, shared and managed, throughout the asset lifecycle." For Gatwick it has always been about Asset Data as a whole, with engaged collaboration between construction as well as engineering.

"In my opinion," says Tony, "Asset Management is about having a stable platform that holds accurate asset data and that aligns with various departments within Gatwick. A platform that helps to achieve optimal value and efficiency from our Asset Base." "We don't want Asset Management and registration in an EAM to be a blocker. It has got to be easy and streamlined to use, in order to get the most benefit from it and to help us improve."

## Efficiency improvements in only a few weeks

In the first few weeks after the Go-Live, Embling experienced various optimisations and efficiency improvements in relation to Asset Management. "We are now able to retrieve information directly from the system. Before, it took us multiple days to answer a request for information from the business."

Instead of time spent on collecting operational information, time is now spent on the strategic planning of the Asset Base.

Also, the feedback from the people in the field has been very positive. Technicians were pleased with the accessibility and how intuitive the Ultimo interface was. Technicians are not only providing information bottom-up, it also empowers managers to become more involved on a top-down basis. Tony - "Information is not going into a black box anymore, which resulted in less and less people using the former EAM. We did not get the truth out of it, there was less top-down involvement in adjusting policies, procedures and processing optimisations. Thanks to the Ultimo EAM, people are having fun in putting data in the system."

Overall, Tony estimates that the overall efficiency benefit is more than 25% of people's work week, that that can be now spent on improving Asset Management. "We now have more tooling-time instead of administration time." It brings Gatwick more efficiency for its technicians, but also for the planning teams. They have the ability to engage more with the engineering teams, in order to get a better strategic plan and a higher quality of deliverables.

Also, thanks to the data clean-up and the usability of Ultimo, the quality of asset data has improved and will continue to improve. Tony - "In Maximo, our data may have been 40% accurate. Now, with Ultimo we are at 90% accuracy. We have more insight to respond on incorrect data, so we will continuously improve the data up to 100% accuracy.

## Ultimo Deliveries

**Ultimo Maintenance Management** with all basic features and modules.

### Additional Modules:

- Project management
- Record authorization
- SLA management
- Start-stop time registration
- Stock Management & Purchase
- Stop Planner
- Ultimo GO

### Interfaces:

- DMS used by construction
- ERP system used by finance
- Barcode scanner (planned)

### Future Modules:

- Work permits
- Health & Safety

## Why choose Ultimo?

Tony Embling had been participating in the project from the very beginning and joined the very first remote demonstration of Ultimo. When asked if what he had seen then and what he has now, meets his expectations, Tony answers; “To be honest, it exceeded my expectations. Ultimo was unknown to us when we were introduced to it, and when we were exploring Ultimo, we only touched the surface, so we did not know the true power behind it then.”

Not only the product, also the people behind the product have exceeded the expectations Gatwick had at first glance. “We have had direct contact with the Ultimo Product Owners on the level of deployment. That was a key advantage of Ultimo. Other vendors would only be the vendor or reseller, never the developer of the software itself.”

Offering an intuitive and accessible EAM Solution, offering the knowledge and expertise during the implementation and being the developer were, for Gatwick, the important items to finally choose the Ultimo EAM solution. But what made Gatwick choose an unknown supplier, instead of updating the system they have known for so many years? Tony - “It is a huge advantage to choose a system you may not know yet. It makes you rethink the way you do things, what helps you streamline the product and the process. So, I am always up for working with new innovative systems. Even though Ultimo was not yet familiar in UK industries, it fits in the policy of Gatwick to be innovative, doing new things, with new tools and fresh insights; it has worked out very well.”

With the purchase of Ultimo EAM, Gatwick disposed of a system that didn't provide accessible and a 'single version of the truth' data. It has helped the engineering teams to break free from the vicious circle of unreliable

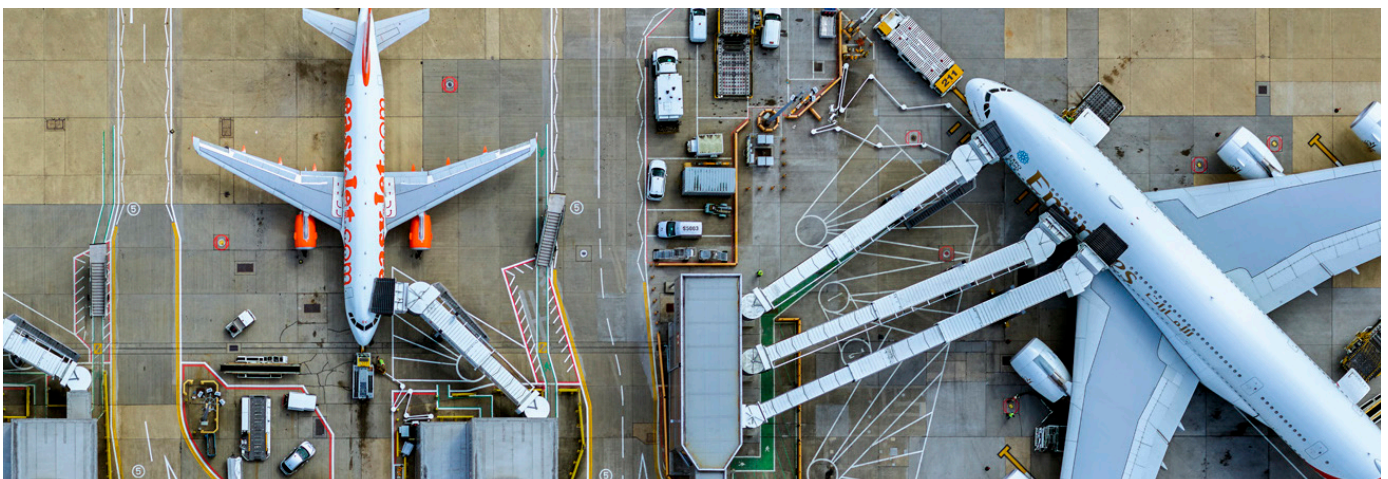
data and the impossibility to improve Asset Management. Tony - “ Especially in an organisation like ours, having access to reliable data is vital. We have now a system that we can trust.”

## Tighter on Core Service Standards

And trusting the system, that is what the maintenance teams of Gatwick do. A good example of the increased trust is related to the Core Service Standards (CSS). The CSS are agreements with airlines to ensure a high uptime rate of assets. If maintenance and failures exceed these rates, the airport can be fined for failure. It is of the utmost importance to execute maintenance activities within a tight hour schedule. Tony - “Having real time data available in the Ultimo EAM helps us to plan maintenance for the remaining days and weeks in the month. Previously, we had to learn about this data at the end of the month, when it was too late. So, we have always been very conservative in Maximo.”

Nowadays, the new EAM allows Gatwick to get more out of its assets and to work closer to those CSS windows. Practically, it allows the maintenance teams of Gatwick to do more maintenance and still increase the uptime of the asset. Gatwick also saves a lot of time and money, because the administration is no longer a manual process on keeping track on the CSS.

Tony: “and in addition, the finance department has accepted the Ultimo output. Before, it took a lot of time taking the output, converting it in our own dashboards and then sending it to finance, who, in turn, would send it to the airlines. Everything to prove that we managed to maintain within the CSS windows. The evidence now comes straight from Ultimo”



# Preventative maintenance relies on accurate data

As a contractor, Paul Holden has been working for 2.5 years as Maintenance Policy Engineer at Gatwick. He was assigned the task to rewrite all the maintenance policies that are involved with the ADP project. This has not only resulted in a review of the actual policies, it also resulted in a clean-up of Preventative Maintenance Routines. Under the supervision of Paul, the number went down from 20,000 Preventative Maintenance Routines to 14,000. The aim is to decrease even more, so the work is still in progress.

## The challenge of maintenance with unreliable data

“In the former system” Paul tells us, “we have had a lot of challenges with old data. A lot of data was duplicated and there was no consistency. During the ADP project, we have tried to reset that.” This was necessary, because it was important to get managers and technicians to rely on the new EAM system. “Beside the challenges we have had with the maintenance policies, the former system was slow and not easy to navigate in. So, we really needed to encourage people to use the system. Input from technicians is key for us to improve day-to-day maintenance activities” says Paul. Luckily with the data transition and the user-friendliness of Ultimo, Gatwick is now able to offer the business a system that works with them and provides management with reliable data.

## Ultimo put into practice

Paul: “Before we started the implementation of Ultimo we ran a pilot among the Shuttle Technicians. The old system ran on in the background and Ultimo was used as a test case. At the end, we had to go back to the former system. However, the technicians didn’t want to go back, because they liked the use of Ultimo so much.”

“The filtering capacity of Ultimo is easy to use, so technicians are not facing a large number of outstanding maintenance jobs. They now only see the jobs that apply to themselves or their teams. It gives them so much more overview and insights, and with that, motivation.”

“Lately, we discussed a maintenance job that has been bounced around from team-to-team. In our old system, we could not see the status history for this job, now we do. So, we can pick out this problem, discuss it and prevent it from happening again. This is how Ultimo helps us to continuously improve and to keep track of our data.”

“We have not implemented the Ultimo Mobile solution yet, but it would be great to start using it. We have contractors that do legionella-based work. They are working around 48 routes with piles of paper. If they could do it with Ultimo Mobile, it would be easier and more efficient for them.



**Paul Holden**  
Maintenance Policy  
Manager



# Quick and easy failure registration on critical assets

With over more than 30 years of experience, Vince McGahan is as Engineering Maintenance Planner responsible for the maintenance planning of the Airfield team.



**Vince McGahan**  
Engineering Maintenance Planner

## The importance of the Shuttle Train

The Gatwick Shuttle train is a critical asset and has high visibility within Gatwick. It runs from the North to the South terminal, bringing passengers from A to B. When the shuttle fails, it means a direct disruption of transporting facilities for airport passengers. Affecting the passenger's travel experience immediately.

Therefore, shuttle technicians should be able to rely on their EAM system. They must have immediate insight into inspection reports, faults and preventative maintenance activities. Everything to keep the shuttle up and running as well as possible. Matt: "The doors of a shuttle are the most problematic. They have direct interaction with the public and therefore, we have a very detailed inspection regime and fault control. If there is any slight disturbance of performance, it is registered and dealt with."

## Grip on failure history, increased efficiency

When asked how Ultimo is influencing his way of work Matt answers: "Ultimo makes it a lot easier to track faults, because faults are much more visible. The former system was more of a black box. We reported faults but could not track them. Or they were registered on the wrong equipment element." With Ultimo, Shuttle Technicians are able to register failures correctly and with that, make sure that the history of failures is well documented.

"For example, some doors fail more often than the rest. Now, we know exactly which doors that are because failures are registered correctly.

In general, Matt says that the system is good and helps him do his job. The most important difference to him is that Ultimo is a lot quicker. It takes less than a minute to sign off a job and navigation so much easier. But equally important, it increases fun in Asset Management registration by eliminating irritations regarding the speed of the system.



# Effective maintenance in a dynamic environment

Rachel and Jamie are the Ultimo System Administrators within Gatwick. They have played a key role within the ADP project. Not only have they been trained in all Ultimo's administrator functions, they also played an important part in the data transition from the old EAM to Ultimo.



**Rachel Mason**  
Ultimo System Administrator



**Jamie Thompson**  
Ultimo System Administrator

## Data transition to Ultimo

Rachel: "When we started cleaning-up the data, we had about 2,000 locations and 120,000 equipment records in the system. After the clean-up, we now have 12,000 locations and 80,000 equipment records. So basically, the number of equipment decreased as the locations of these equipment were more specifically defined in Ultimo.

Before, equipment was registered in, for example, the South terminal, which was defined as one location. It was nearly impossible to find a blocked toilet. Jamie: "We had so many assets because the location structure was unclear. In Ultimo, we could design a location-asset structure. By adding the right locations, we were able to bring the number of assets down."

## Fulfilling business information needs

With the correct data in place, it was also possible to support the business with the right reports. Rachel: "Before Ultimo, we used SQL queries for reporting. We exported the results in Excel, which was the report. We did this every week as managers needed the information to manage their teams."

With Ultimo, users can run their own reports directly from the system. "We now only create the structure of the reports and we only get involved when there is a change required, like adding an extra column." In total, this new way of reporting has saved the System Administrators 10 hours a week each in creating reports. Time they can now use in fulfilling the business' needs further, thanks to the far-reaching flexibility of the system.

## Flexibility delivered for all users

Rachel: "The flexibility of Ultimo is really great. A lot of changes can be made by ourselves, like creating changes in screens, reports or user roles. As an example, technicians asked us to bring the tabs on the work order they used most, forward, so they didn't have to scroll to the very end. We could easily do this by ourselves, and with that immediately respond to the business' information needs."

Thanks to Application Management training, Gatwick System Managers are processing changes in Ultimo with confidence. Jamie : We gained a lot of confidence in changing and adjusting the system, thanks to tools like a test and production environment. Ultimo records anything you change and reverts it back; we are able to take back-ups of a screen before we change it. Changes can also be well tested in the test environment, before it is taken into production." Rachel and Jamie agree on the conclusion that it is good for the end-users that Ultimo is flexible. It makes the usage as efficient as possible and contributes to the support of the system among the Technicians at Gatwick.

## Application Management Courses

1. Authorisation Management
2. User Interface
3. Database
4. Workflow Designer
5. Reporting

# Training program to train the trainers

Steve Bennet was a full-time business representative for the project and an Ultimo user. During the ADP project, business involvement and engagement was highly valued and has been one of the success factors of the project.



**Steve Bennet**  
Senior Manager Asset  
Management

## Train-the-trainer

When asking Steve about his experiences with the Ultimo training, he is happy to talk about this subject, because the training and education of Ultimo users went exceptionally well. Steve: “Ultimo has developed a course program that was aligned with each role and each process. We thought this was important and Ultimo has developed and delivered all of the content very professionally and concisely. It was easily understood by people who received it.”

The course was delivered to super users. These super users were trained in the functionality and upwardly trained to train other users. “Gatwick has over more than 200 technicians. For example, we trained 25 team leaders, who then trained the technicians in their teams.”

## Flexible process alignment

According to Steve, the training program did not only help users to understand Ultimo software, it also helped during the transformation of the data, which went very smoothly. Besides this transformation, Gatwick took the opportunity to improve some of its processes, though fundamentally, processes remained the same. Steve: “Ultimo did a very good job aligning to these processes. So, we did not necessarily have to adjust our processes to the system. However, a key process that will change in the future concerns work scheduling.

Thanks to the flexibility of the configuration, aligning Ultimo to our processes and vice versa, this is possible.

Another element of flexibility is the modularity of Ultimo. “We have now several modules and functionalities of Ultimo in use, but it is also possible to activate modules in the future, like the Asset Planner. This will give Gatwick a window to a long-term strategic planning and a short term tactical day-to-day planning. Ultimo will help us bring alive the visualisation of a long-term asset planning.

## Ultimo as an organisation

Ultimo is not only a product, but also a dynamic organisation of 260 people. In order to enhance the partnership between Gatwick and Ultimo, Steve has been part of the Gatwick delegation that paid a visit to Ultimo’s Dutch Headquarter. Steve: “It is really nice to see how Ultimo lives, to see the engine behind the software and to meet the team around it. We have great relations with Ultimo’s Sales and Consultants, and we have met with people from the R&D team. I think it is good for customers to see the organisation behind the software.” The visit to the headquarters supported Steve’s perspective that Ultimo is not just a software vendor, but a real partner in asset management solutions.

## Achievements

Overall, the ADP project has been very successful. The project team did great in relation to the High-Level Requirements and this achievement resulted in rationalised data, the implementation of two software systems and more insight in the Asset Life Cycle.

Formally, the project has reached its end phase. However, Gatwick can only become better by continuous improvement. The ADP project has created a solid base for all the maintenance and construction teams. They can now work together as one team with reliable data and information, draw the right conclusions from reports and see the vital signs where efficiency and productivity can be increased.

Deliver great service every day. That journey of continuous improvement for Gatwick Airport London is about to begin. We are proud to have found all people in this reference case happy to tell about their experiences during the ADP project and especially, the implementation of the Ultimo EAM.

## About IFS Ultimo

IFS Ultimo is a SaaS EAM solution from IFS, focused on maintenance & safety and well known for a rapid deployment, ease of use and an unparalleled time to value. Details about IFS Ultimo can be found at [Ultimo.com](https://www.ultimo.com).

## About IFS

IFS develops and delivers cloud enterprise software for companies around the world who manufacture and distribute goods, build and maintain assets, and manage service-focused operations. Within our single platform, our industry specific products are innately connected to a single data model and use embedded digital innovation so that our customers can be their best when it really matters to their customers—at the Moment of Service™. The industry expertise of our people and of our growing ecosystem, together with a commitment to deliver value at every single step, has made IFS a recognized leader and the most recommended supplier in our sector. Our team of 5,000 employees every day live our values of agility, trustworthiness and collaboration in how we support our 10,000+ customers. Learn more about how our enterprise software solutions can help your business today at [ifs.com](https://www.ifs.com).

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