



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

Project (Spring 2021)

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Advanced project Management

AMIE Turnaround [TARs] and shutdowns strategic framework standardization

Introduction

Air Liquide AMIE [Africa Middle East India] is one of the largest hubs in the international company worldwide, this Hub includes 9 countries and more than 57 production units across the region, each entity has its own standards to implement the TARs and shutdowns, which varies according to the level of the experience and the maturity level for each entity, the idea of the project is to create standard procedure to implement the TAR methodology in all entities with specific goals and certain KPIs.

The research objective:

- To develop and validate a framework ⁶ for the successful implementation of TAM projects
- To identify and establish success measurement criteria of TARs projects.
- To identify and establish critical success factors of the implementation of TARs projects.
- To evaluate and establish how these critical success factors can be efficiently managed using TAR management specific methodology.
- To investigate and establish the management skills/knowledge and personal attributes of the TAM project manager required for a successful TAR project.

Literature Review

- The research has been developed to create A Framework for the Successful Implementation of Turnaround Maintenance Projects ⁵ , that was describing the success factors towards TAR strategy implementation and the key milestones to achieve the goal on the entity level, the research shows that best practice framework which is a major contribution to knowledge in this area is recommended for all operators of engineering facilities to ensure the successful implementation of their TAR projects. The findings from the study are also of significant importance to contract organizations, TAR managers and aspiring TAR professionals, government bodies, training organizations and tertiary institutions who are involved in maintenance management in engineering facilities

Methodology

In this project, the methodology ⁷ used is the Identification and describing the purpose, scope, and objectives of the project. While display this information using an appropriate tool, first an environmental scan to be done for all entities to stand on the current level of maturity and level of skills, the environmental scan result will represent the strength points to need to be maintained and the weakness points need to be improved, the next step is to create and establish the standard strategy frame work and communicate it with the different entities, then the implementation follow up and goal achievement, the last step is the final evaluation and continuous improvement

In the project the ADKAR change management methodology methodology has been used, ADKAR represent the following A: Awareness of change, D: Desire of change, K: Knowledge, A: Ability to change, R: Reinforcement to change



Results

Internal environmental scan and SWOT analysis shows decent percentage of the entities like the change and they want to be part in, In terms of the current tools and methodology they are far away from being a common standards, In terms of the required knowledge needed to be implanted this has low credit, means there is no standard knowledge or reference for their knowledge

ENTITY	MATURITY ₁	DESIRE ²	KNOWLEDGE ³	ABILITY	REINFORCEMENT
INDIA	Mature	Strong	High	High	Exist
EGYPT	Non-Mature	Moderate	High	Moderate	Exist
TUNISIA	Non-Mature	Moderate	Moderate	Moderate	Exist
MORROCCO	Non-Mature	Moderate	Moderate	Moderate	Exist
NAMIBIA	Non-Mature	Moderate	Moderate	Moderate	Exist
SOUTH AFRICA	Mature	Strong	High	High	Exist

QATAR	Mature	Strong	High	High	Exist
KUWAIT	Mature	Strong	High	High	Exist
OMAN	Non-Mature	Weak	Low	Low	Exist

(1): Maturity was measured through a maturity assessment done for all entities

(2): Desire: Measured through the environmental scan

(3): Knowledge: Measured through the SWOT analysis

Result Analyses and Discussion

Result show that some of the entities are ready to in terms of Maturity, Knowledge and Ability to implement the new strategy frame work, the gap shows they need minor support to guide the entities and the references and procedure that they can put in use, other entities, they need more work to on more than level to get them first mature then rise up the knowledge level and hence they towards the strategy implementation

References

1. (5) A Framework for the Successful Implementation of Turnaround Maintenance Projects, Christopher Chinedu Obiajunwa, May, 2010
2. (6)PMI BOK,6th Edition, Project management frame work
3. (7) AIR LIQUIDE'S Turnaround and shutdown best practice procedure TAR-BP-001