JD Edwards

INFOCUS

DIVE DEEP

Evaluating the effectiveness of your EAM/CAM asset maintenance program

Presented by:

Steven Yniguez, Grant Thornton

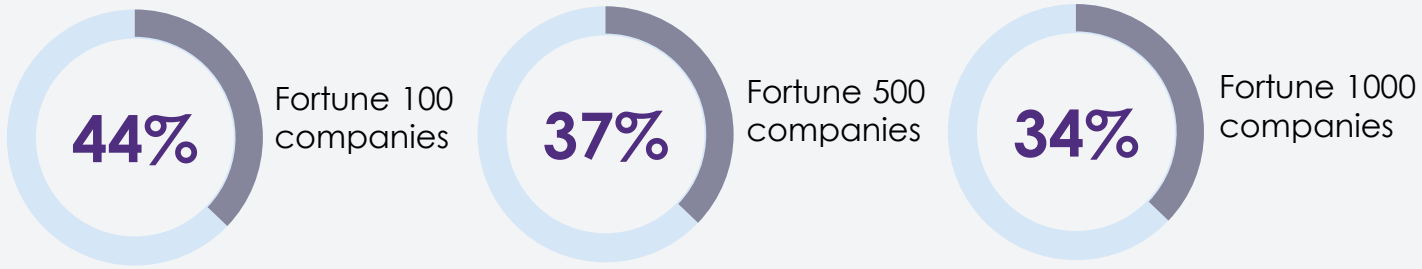
Session ID

101170

About Grant Thornton

Thriving since 1924, our U.S. firm is people-focused and purpose-driven. We believe business should be more personal and that the strongest results start with trust.

Who we serve:



$1.92bn
in revenue

8,459
people, including 595 partners

53
offices

* Statistics as of July 31, 2020

Our Oracle Practice

ERP and SCM

Financials | Revenue management | Accounting hub | Project accounting | Risk management | Project execution
Procurement | Inventory management | Cost management | Maintenance | Manufacturing | Order management | Product lifecycle and data management | Supply chain collaboration and planning

EPM Analytics

Planning and budgeting | Profitability and cost management | Financial close and consolidation | Tax reporting and provisioning
Management and operational analytics | Narrative reporting | Account reconciliation | Enterprise data management

HCM

Culture journey | Talent acquisition | Workforce administration | Talent management | Workforce development
Alumni network

Data governance & cloud integration

PaaS

Solution delivery center (off-shore and on-shore)

Industries

Construction, Real Estate & Hospitality	Consumer And Industrial Products	Energy	Financial Services	Healthcare And Life Sciences	Not-For-Profit Organizations	Private Equity	Public Sector	Technology

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Oracle Partner Excellence Awards

Grant Thornton is the proud recipient of the Oracle JD Edwards 2020 Partner Excellence Awards in three categories: Application Optimization, Process Automation, and Building a Cloud Culture.

The awards recognize Grant Thornton's ability to combine business strategy with JD Edwards' functional and technical capabilities to deliver value.

The 2020 Partner Excellence Awards are the latest in a long line of accolades Grant Thornton has received over decades of collaborating with JD Edwards.

About Grant Thornton JDE

JD Edwards practice – 80+ dedicated professionals in U.S.

Project management and functional expertise

- Specialized functional resources
- Project management office
- Implementations
- Upgrades
- Mobile applications
- Third party integration architecture
- Business process re-engineering
- Managed services (functional)
- User materials and training
- Financials
- Distribution
- Manufacturing
- HR / Payroll
- CAM
- Project advisory

Technical

- CNC
- Development
- Workflow
- Security management
- Technical management
- Database management
- Infrastructure / hosting
- Managed services (technical)
- Private cloud
- Disaster recovery
- Security
- Development (FRICE)

Trusted business advisor

- Gap assessment
- Transformation
- Industry point of view
- Proven methodologies
- Process excellence
- Benchmarking
- ERP governance
- Data governance
- Master data management
- Reporting strategy
- Change management
- Cloud roadmap / strategy
- FASB planning
- Chart of accounts optimization

Oracle leadership

- The Leading Oracle Platinum Partner presenter at COLLABORATE, INFOCUS and OpenWorld conferences (more presentations than any other Platinum partner in the past 3 years)
- Featured in PROFIT magazine – JD Edwards Special Issue
- Teaming with JDE product development – we work with JD Edwards on enhancing the code base for customers (e.g. OneView Reporting, Revenue Recognition, Leasing Standards, Configurator)

Experience and recognition

- More than 250 JD Edwards implementations and upgrades as a practice
- Over 20 implementations in the past 5 years
- Over 50 upgrades in the past 5 years
- 2017 JD Edwards Partner Excellence Award for **User Adoption**
- 2016 JD Edwards Partner Excellence Award for **Vertical Industries**
- Oracle JD Edwards recognized Grant Thornton with its 2014 and 2015 JD Edwards Partner Excellence Award for Outstanding **Upgrades**

Steven M. Yniguez, MBA

- Experienced Manager in Grant Thornton's Business Transformation practice
- Over 25 years of project management and business consulting experience, specializing in maintenance, manufacturing, distribution, business innovation, and process optimization
- Worked throughout the continental US, Alaska, Mexico, Canada, Northern Ireland, Belgium, and Sweden
- Worked in many industries, including Aerospace & Defense, Automotive, Construction, Forestry, Food & Beverage, Mining, Oil & Gas, and Steel Processing / Heavy Metals
- MBA (Gradated with Distinction) from Keller Graduate School of Management
- Taught at DePaul University MDC in Chicago as an Adjunct Professor for 10 years

Ask yourself…

How many of have asked yourself these questions…

- How “effective” are you with your maintenance spend?
- How “efficient” is your maintenance team operating?
- How do you currently “evaluate” your maintenance program?
- Is your Preventive Maintenance plan realistic?

You are not alone…

- Asset-intensive industries understand the importance of maintenance management, but few assess the effectiveness of their maintenance programs
- As you all suffer the same headache of trying to get the most out of your maintenance budget, companies struggle with how to know how well you are doing
- This session is focused on leveraging your E1 maintenance system to discuss keys steps to evaluate your maintenance investment

Should be easy, right???

- Get the right people, to safely do the right thing, on the right equipment, at the right time, with the right tools, and using the right parts.

Then…

- Accurately report the work performed to the correct equipment, charging the right labor, charging the right parts, defining the right classifications, adding appropriate notes, and identifying root cause for analysis purposes.

…I mean "How Hard Can That Be???"

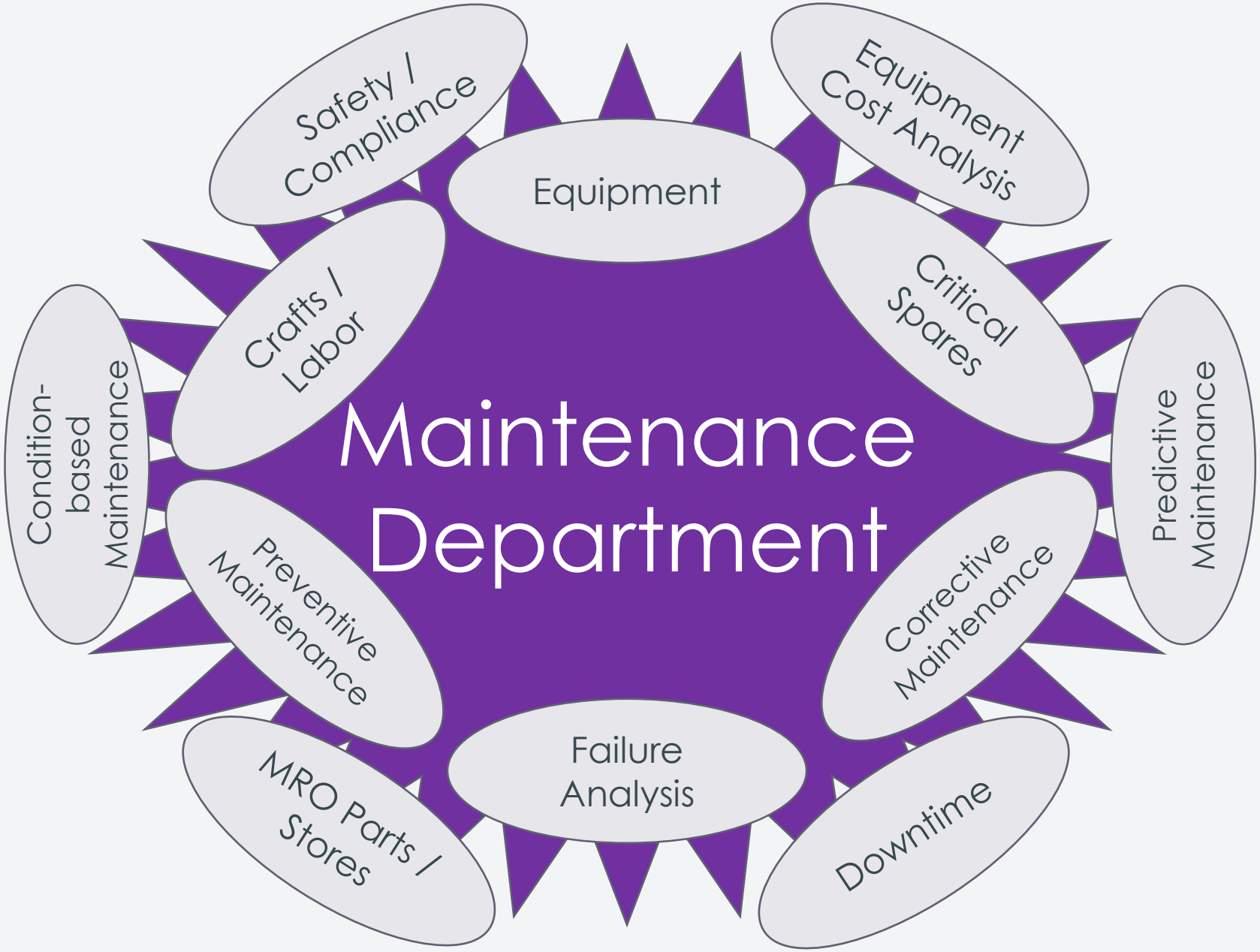
Well…

Welcome to our session…

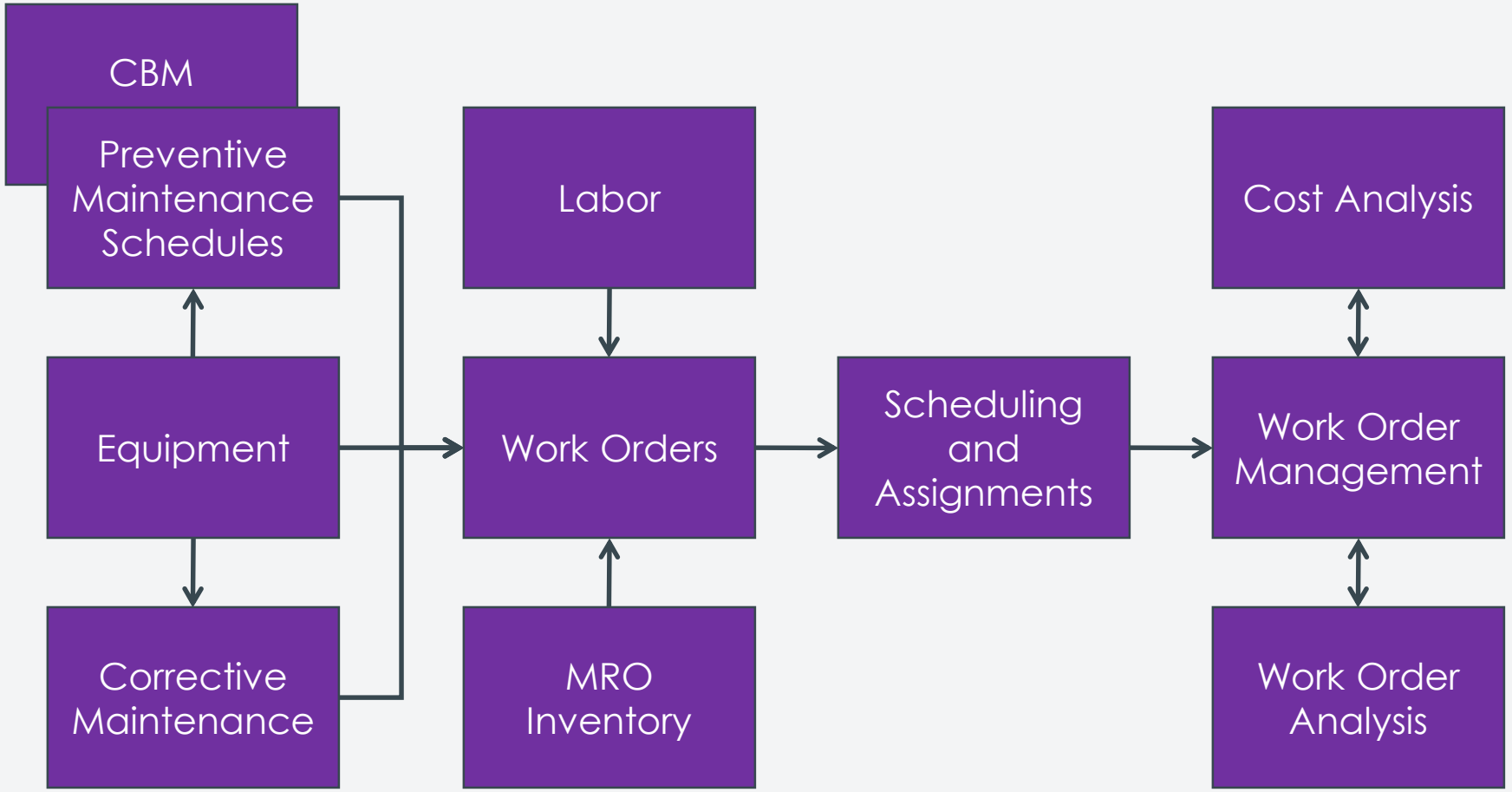
Evaluating the Effectiveness of your EAM/CAM Asset Maintenance Program

Self Assessment…

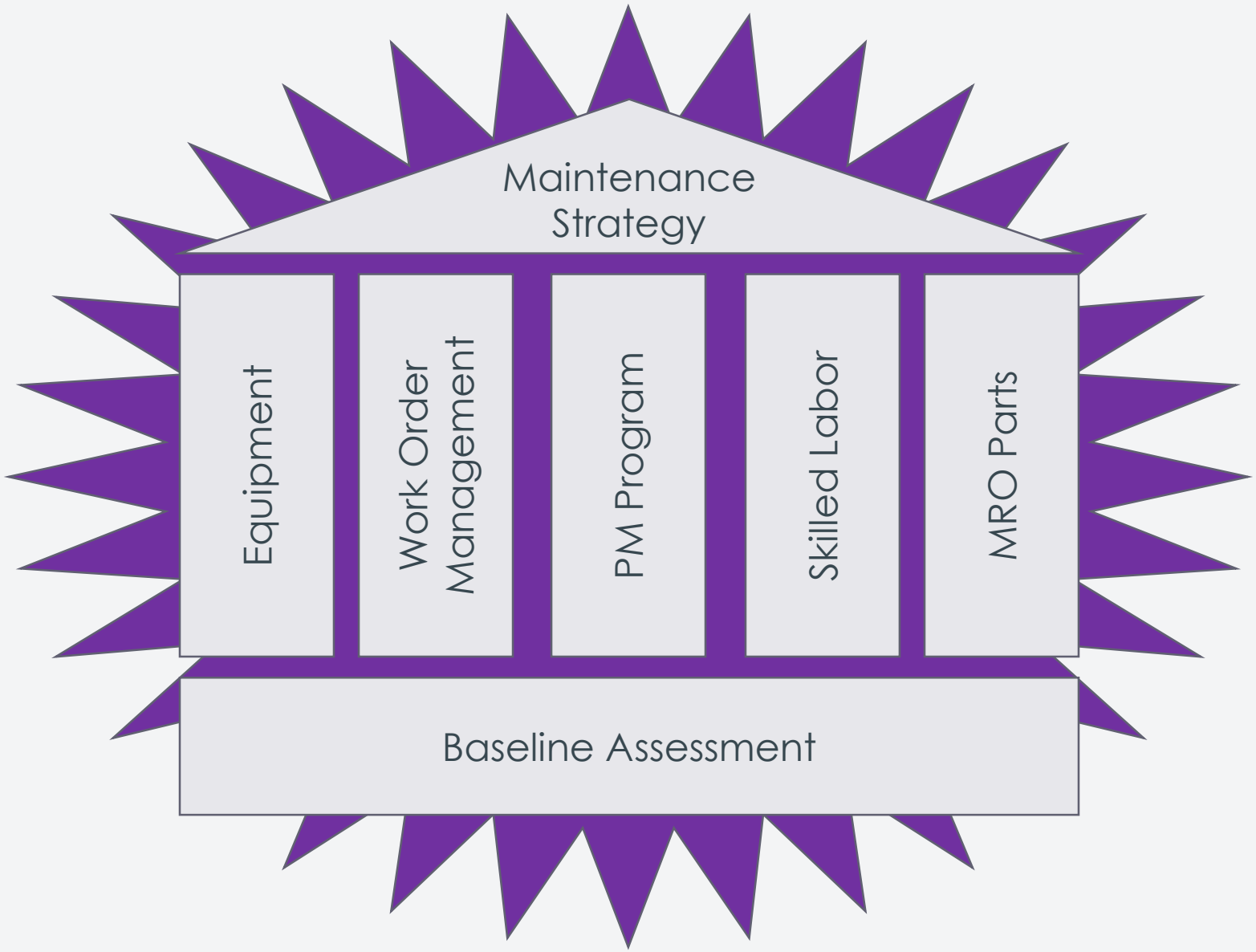
- Ask yourself
  - Where are you today?
  - Where do you want be?
  - What are the major gaps?
  - What do you need to get there?
  - Do you know where you can get what you need?
- Ironically you may get a different answer depending on who you talk with!

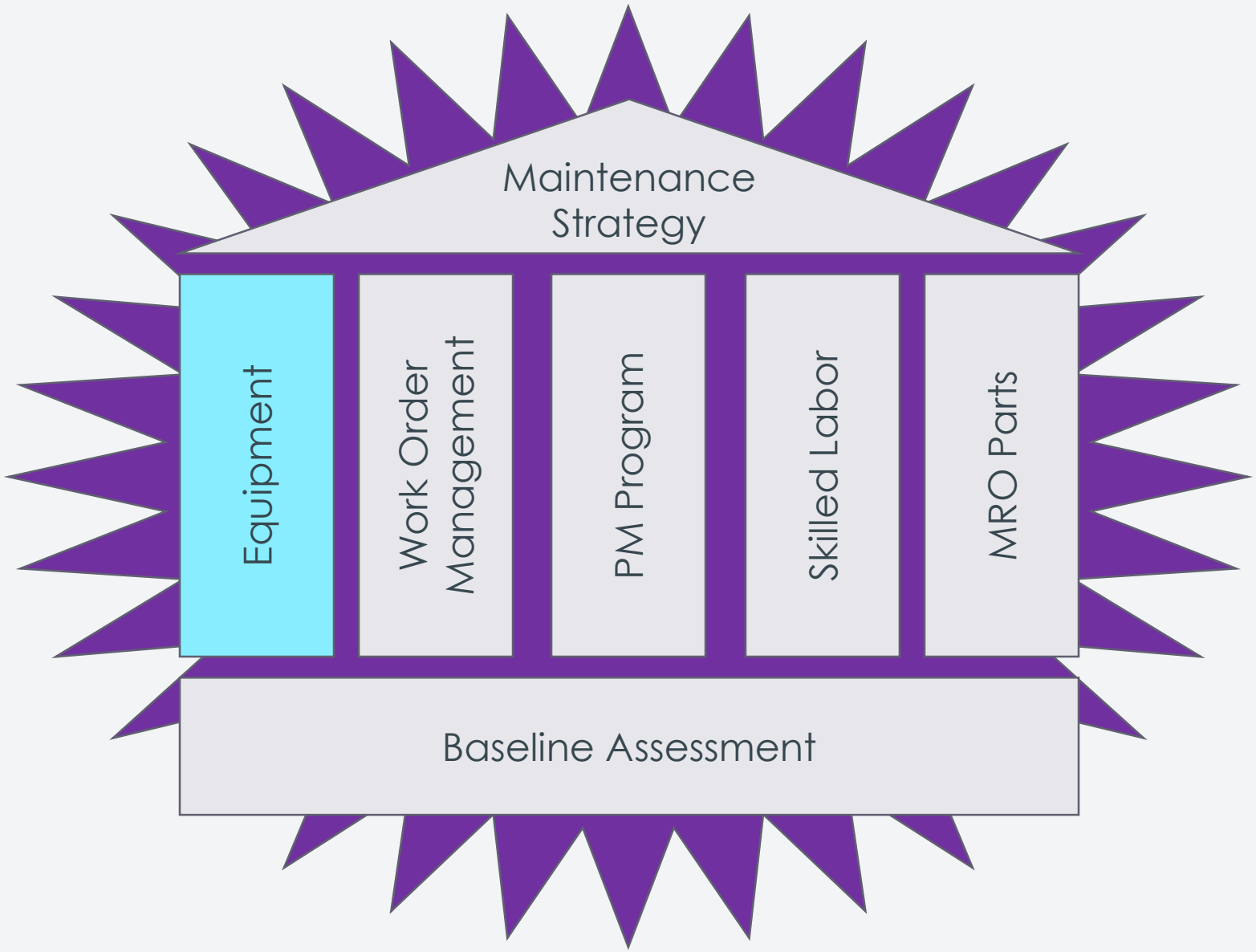

Maintenance Department
Equipment
Failure Analysis
Safety / Compliance
Equipment Cost Analysis
Crafts / Labor
Critical Spares
Condition-based Maintenance
Predictive Maintenance
Preventive Maintenance
Corrective Maintenance
MRO Parts / Stores
Downtime

JD Edwards CAM Solution




Maintenance
Department


Maintenance Strategy
Equipment
Work Order Management
PM Program
Skilled Labor
MRO Parts
Baseline Assessment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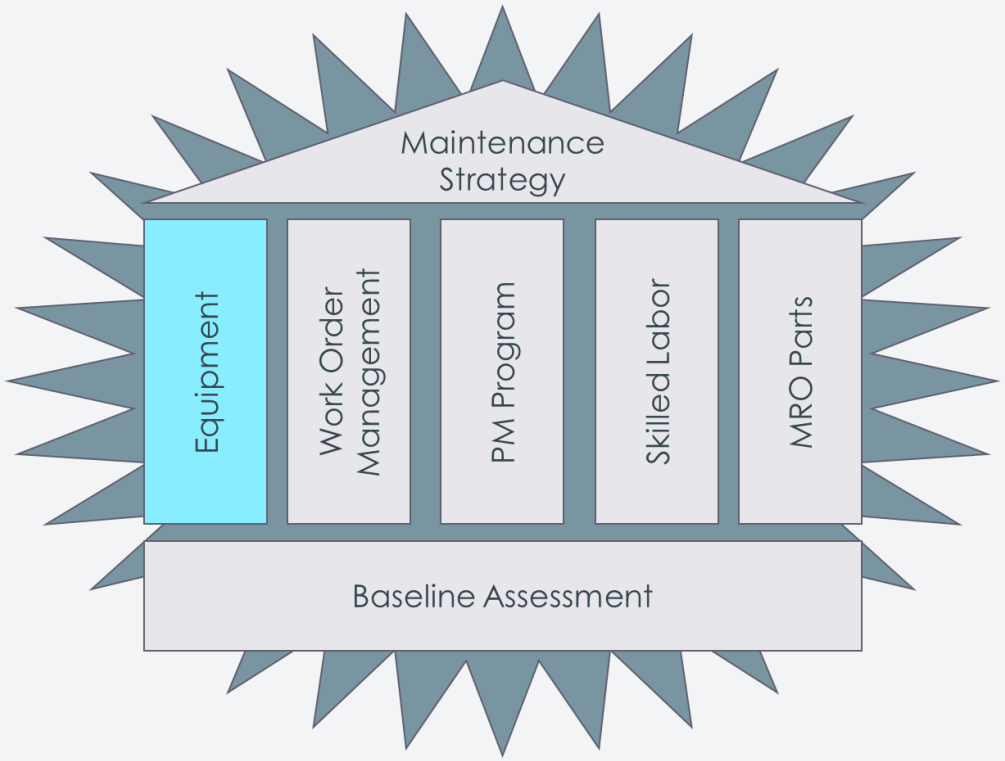
Step 1 – Equipment Pillar

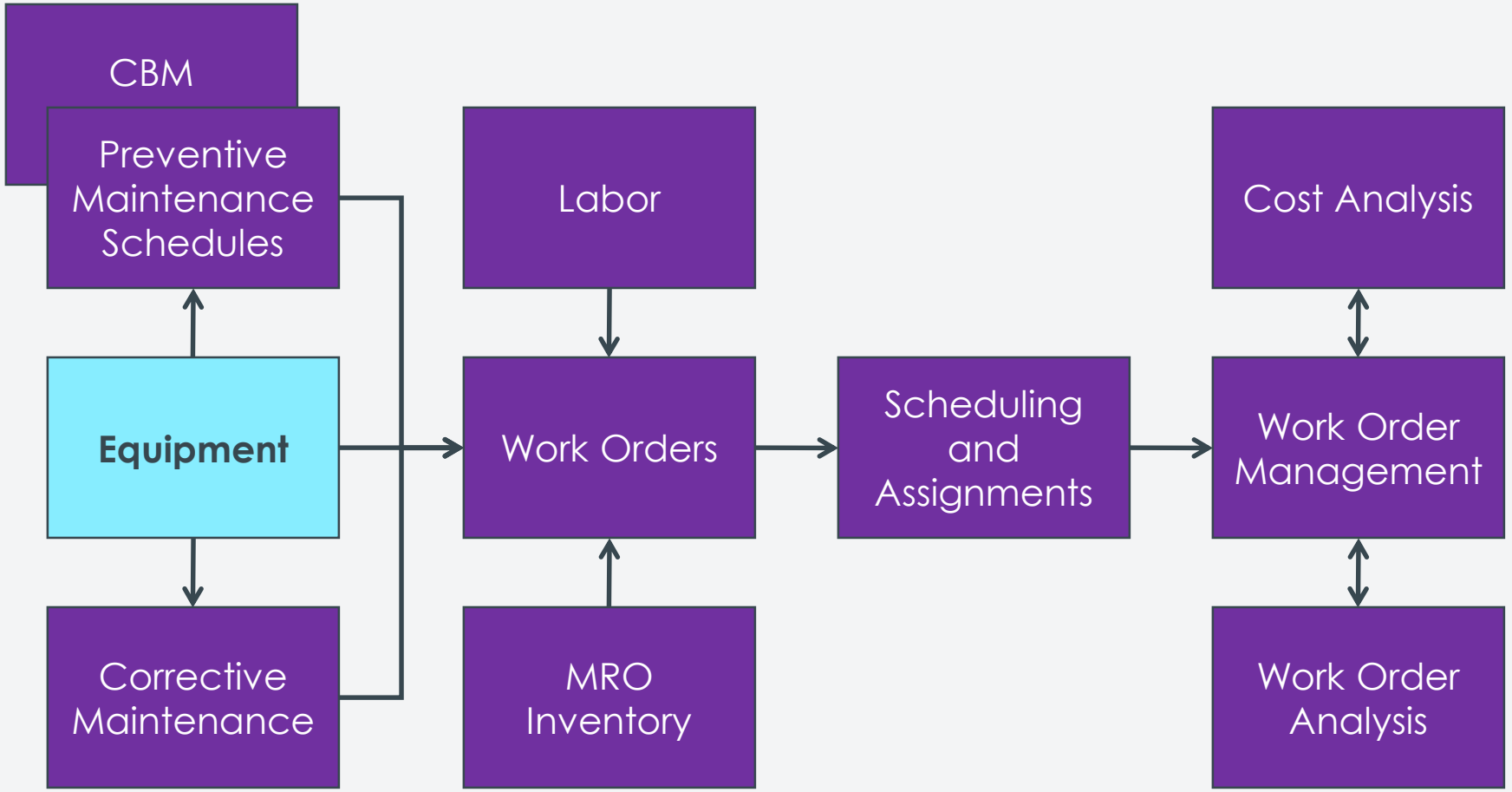


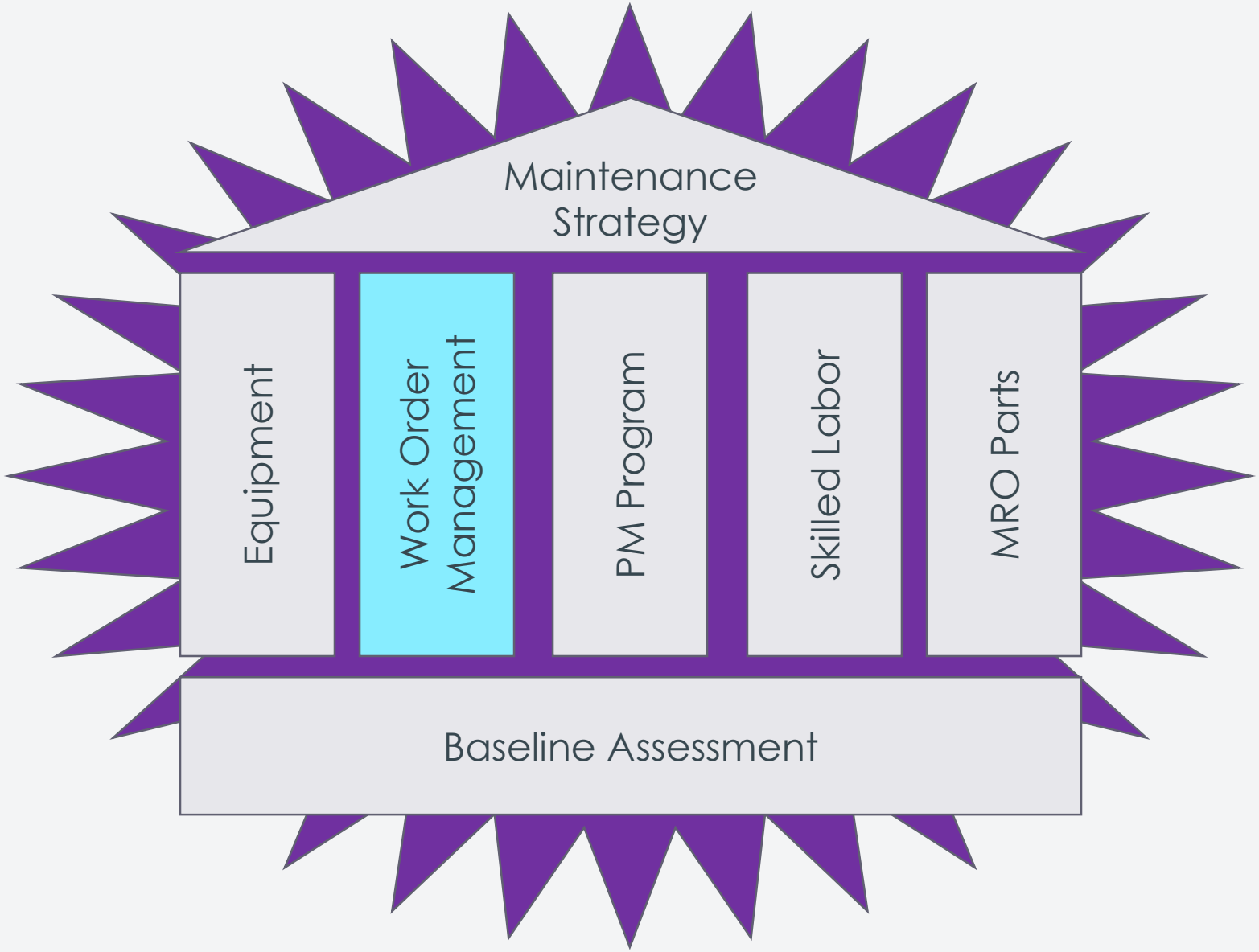
- Is Equipment properly defined?
  - Equipment Classifications
  - Parent/Child Relations
- Have you performed a Criticality Assessment?
  - Operational Impact
  - Safety Risks
- Have you performed a downtime audit?
  - Downtime by Equipment Criticality
  - Downtime by Equipment Class
- Have you defined Equipment KPIs?
  - OEE
  - MWT
  - MTBF
  - MTTR

Defining Your Assets

- Numbering
- Descriptions
- Category Codes
- Dates
- Meters
- Media Attachments
- Supplemental Data
- Parent/Child Relationships
- GL Accounts
- Etc.

JD Edwards CAM Overall Process Flow

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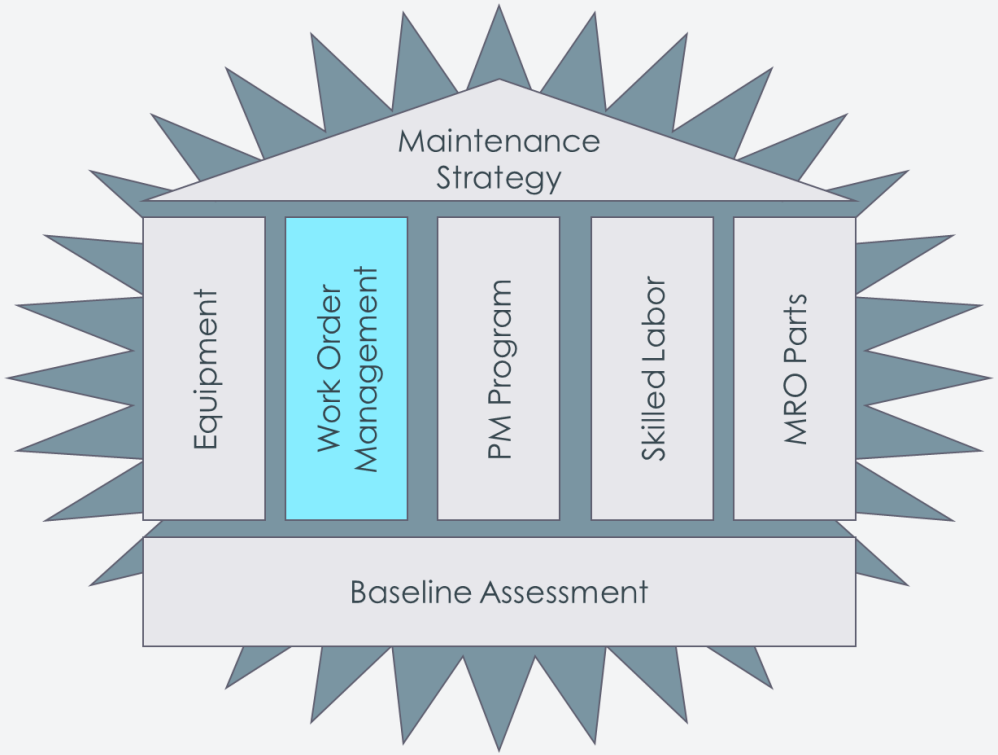
Step 2 – Work Order Pillar



- Work Order definition
- Work Order reporting
- Analysis by Work Order Type
  - Corrective Maintenance
  - Preventive Maintenance
  - Emergency Maintenance
  - Condition-Based Maintenance
- Analysis by Equipment Type
- Mobility
- Quick Reports

Defining Work Orders

- Equipment Involved
- Description of Work
- Attaching Parts and Labor
- Media Attachments
- Work Orders Status
- Work Order Dates
- Scheduling / Reporting
- Supplemental Data
- Printing
- Resolutions
- Etc

Let's avoid examples like:
Work Order 21312…

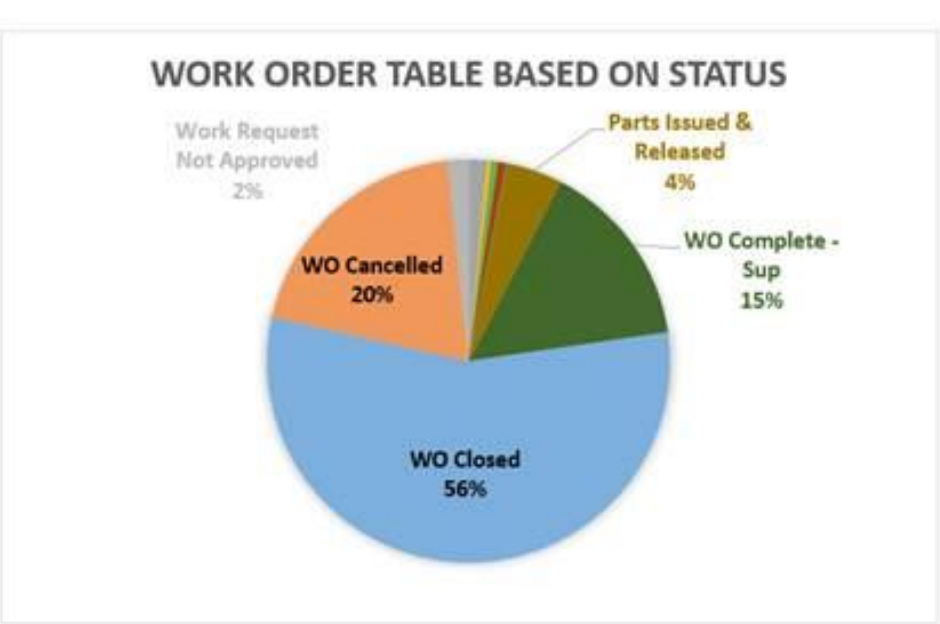
Maintenance Execution

- No maintenance tool in the world can fix poor execution
- WO Updates
  - Avoid timing issues
  - Impacts PM Integrity and Inventory Accuracy
  - Aged WO Backlog – Impact on Scheduling
- Poor / Insufficient Communication
  - Poor training to use JDE
  - Poor communication on Instructions / Checklists
  - Informal Priority Lists (Squeaky Wheel, Hot Lists, Stickers, etc.)
- Conflicting Systems / Priorities
  - Lube Systems, PM Systems, Excel, and other non-JDE systems

Maintenance

- Review Work Orders by Status
  - What is your completed versus cancelled ratio?
  - Do you see a large volume of Work Orders sitting in a “limbo” status?
    - These are examples of a need for maintenance intervention

Review of Work Order Table based on Status			
Code	Status Code Description	# WO's	29320
M	Work Request	18	0%
M0	Waiting Approval	1	0%
MA	Approved Work	427	1%
MC	In Planning	73	0%
ME	Waiting Engineering	7	0%
MG	Waiting Parts	156	1%
MK	WO Returned to PMC	1	0%
MN	Standing WO	197	1%
MP	Ready to Schedule	23	0%
MR	Parts Issued & Released	1318	4%
MS	WO Complete - Tech	1	0%
MT	WO Complete - Sup	4434	15%
MU	WO Closed	16369	56%
MV	WO Cancelled	5799	20%
MW	Work Request Not Approved	496	2%
		29320	

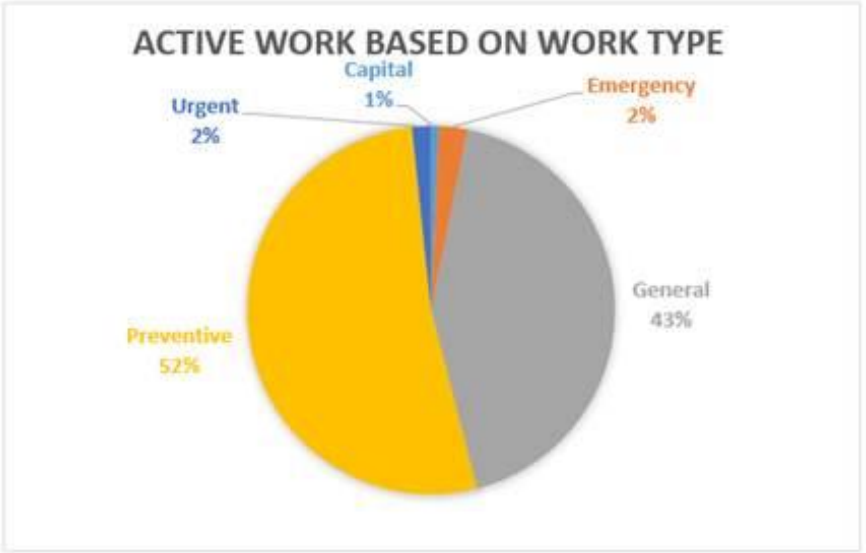


Maintenance

- Review "Active" Work Orders
  - What is the break down of Active WOs by work type?
    - In this analysis, 52% are Preventive WOs, 47% are Corrective WOs, and 1% are Capital Project WOs
  - What is the "aging" of these Active WOs?
    - In this analysis, it was found that 41% of open Emergency/Urgent WOs and 33% of all Corrective WOs are older than 90 days
    - These are very high ratios that suggest a need for maintenance intervention

Active Work (MRs) based on Work Type		1318
Capital	9	1%
Emergency	33	3%
General	564	43%
Preventive	690	52%
Urgent	22	2%
	1318	100%

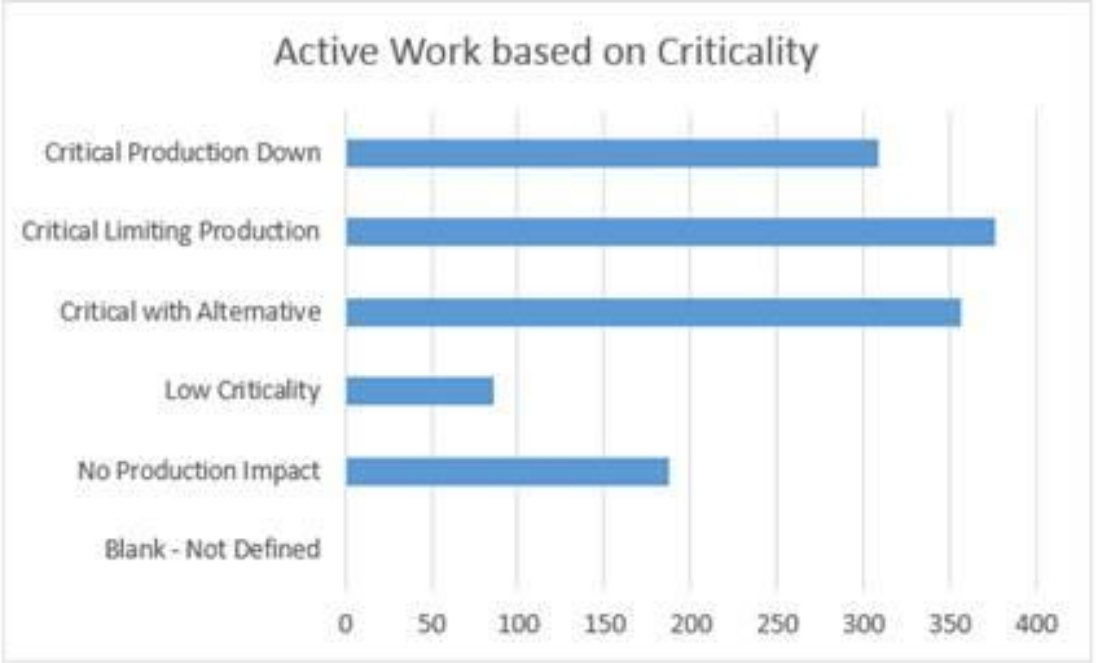
Active Work < 8/1 based on Work Type		1318
Capital	9	100%
Emergency	3	9%
General	188	33%
Preventive	85	12%
Urgent	7	32%
	292	22%



Maintenance

- Review "Active" Work Orders by Equipment Criticality
  - What is the break down of Active WOs by criticality?
    - In this analysis, 79% of Active WOs are for "critical" WOs
    - Maintenance is living in the "if everything is critical, nothing is critical" environment
    - These are very high ratios that suggest a need for maintenance intervention

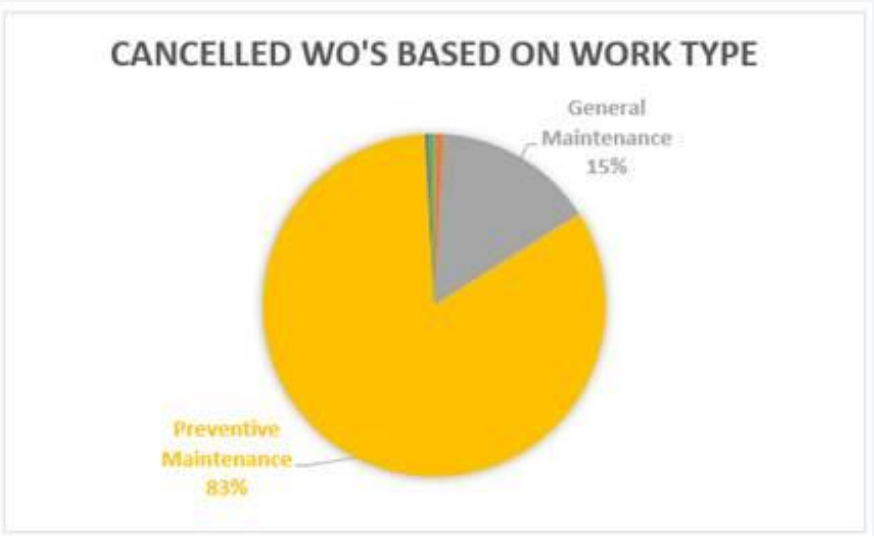
Active Work (MRs) based on Criticality		1318
Blank - Not Defined	1	0%
No Production Impact	188	14%
Low Criticality	86	7%
Critical with Alternative	357	27%
Critical Limiting Production	377	29%
Critical Production Down	309	23%



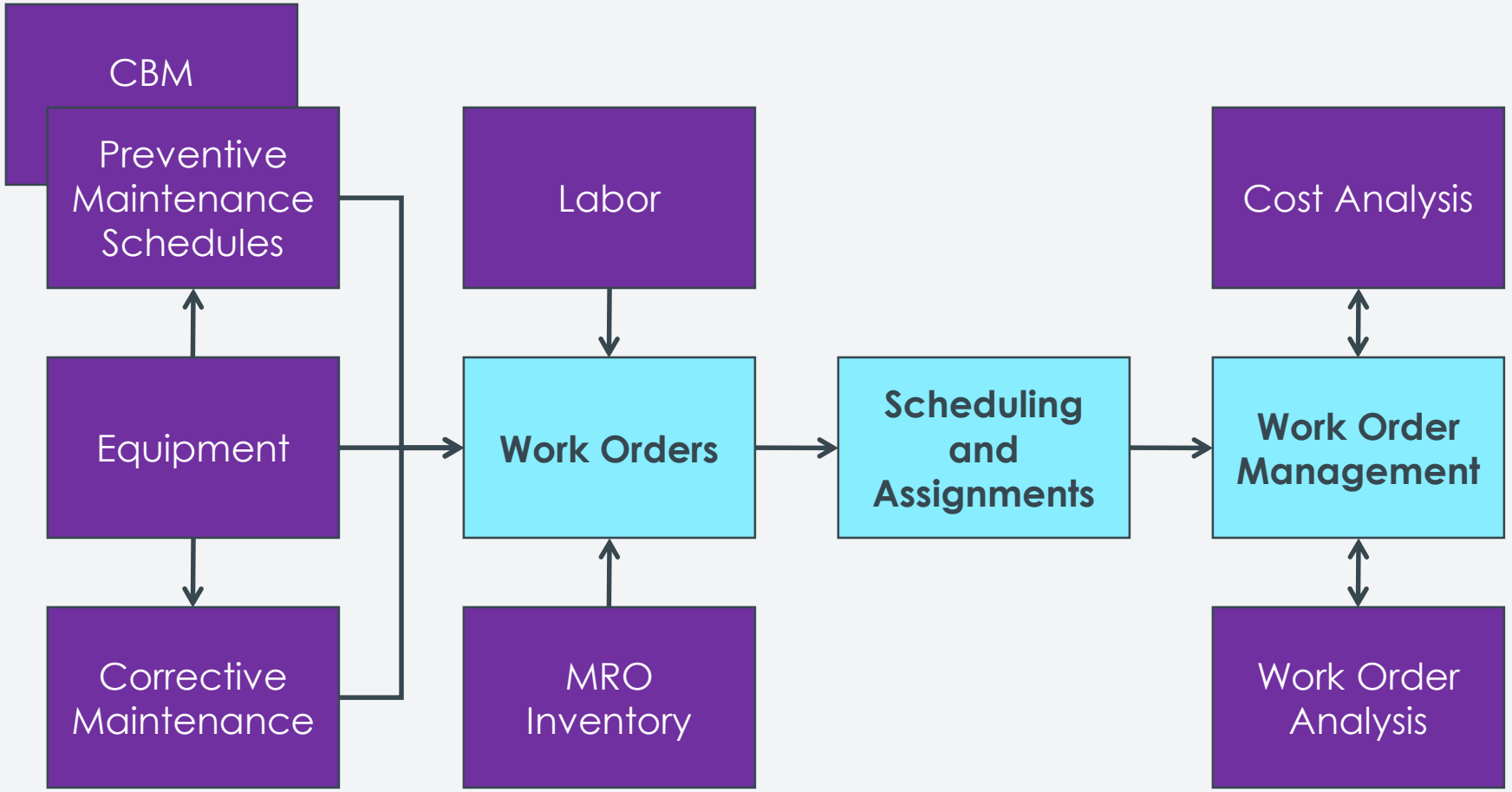
Maintenance

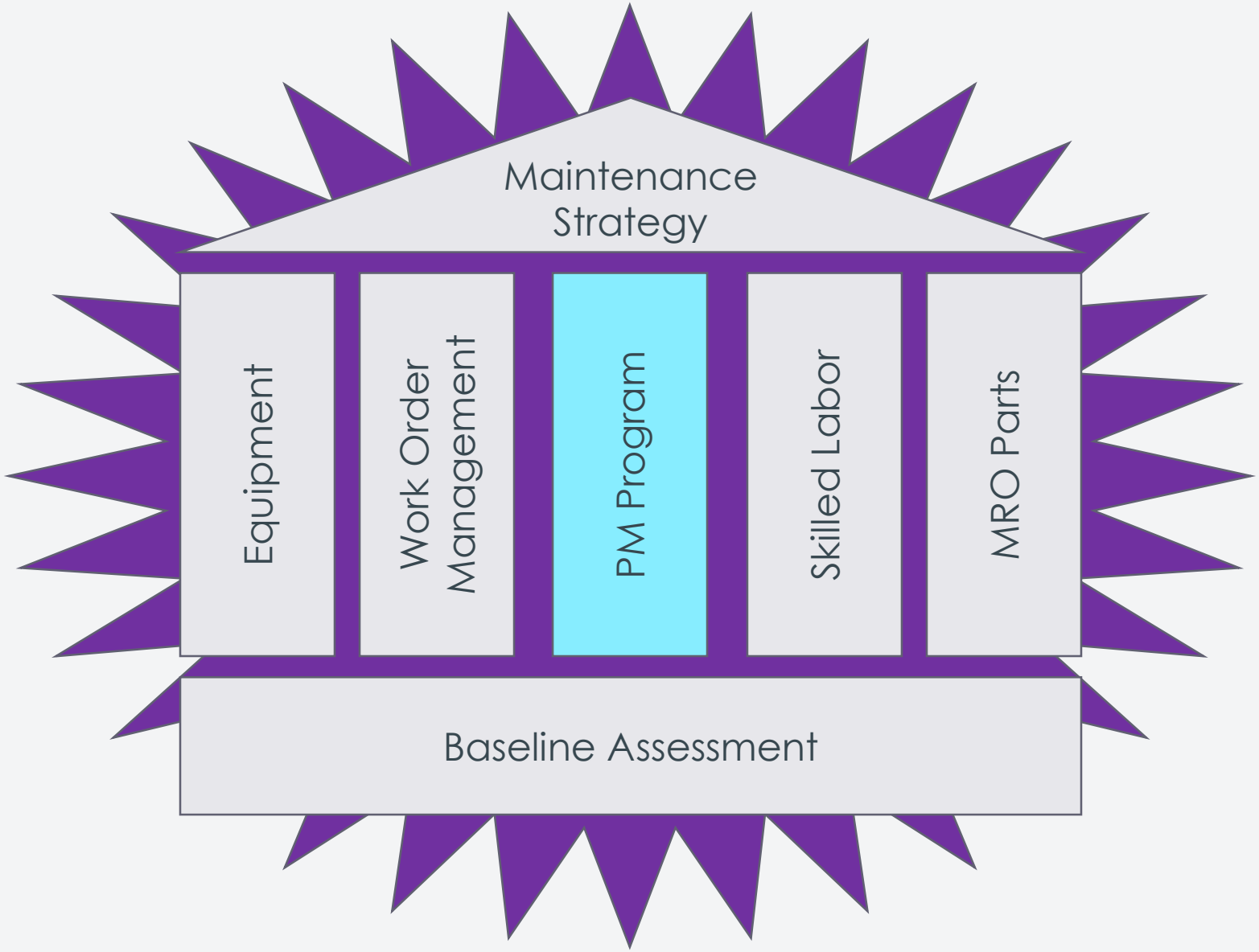
- Review "Cancelled" Work Orders by Work Type
  - What is the break down of Cancelled WOs by Work Type?
    - In this analysis, 83% of all cancelled WOs were PMs
    - These are very high ratios that suggest a need for maintenance intervention
    - Without proper PMs, unplanned and unscheduled failures will be the norm

Cancelled WO's based on Work Type		5799
Capital Work	9	0%
Emergency	43	1%
General Maintenance	878	15%
Preventive Maintenance	4819	83%
Standing Work	17	0%
Urgent (48 Hours)	31	1%



JD Edwards CAM Overall Process Flow

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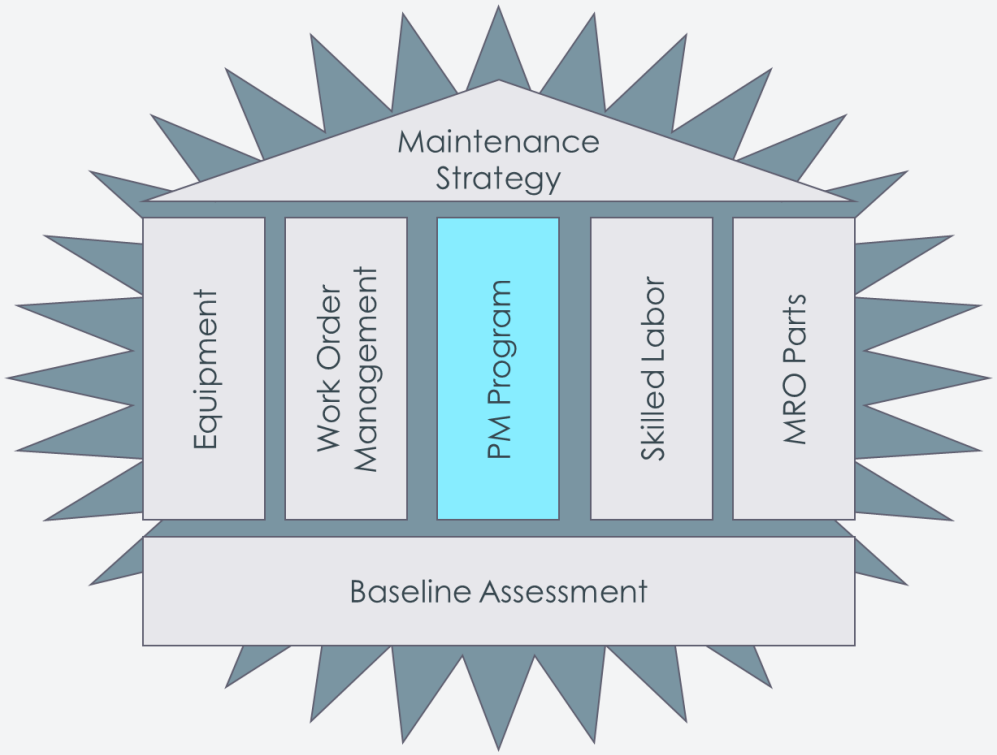
Step 3 – PM Program Pillar

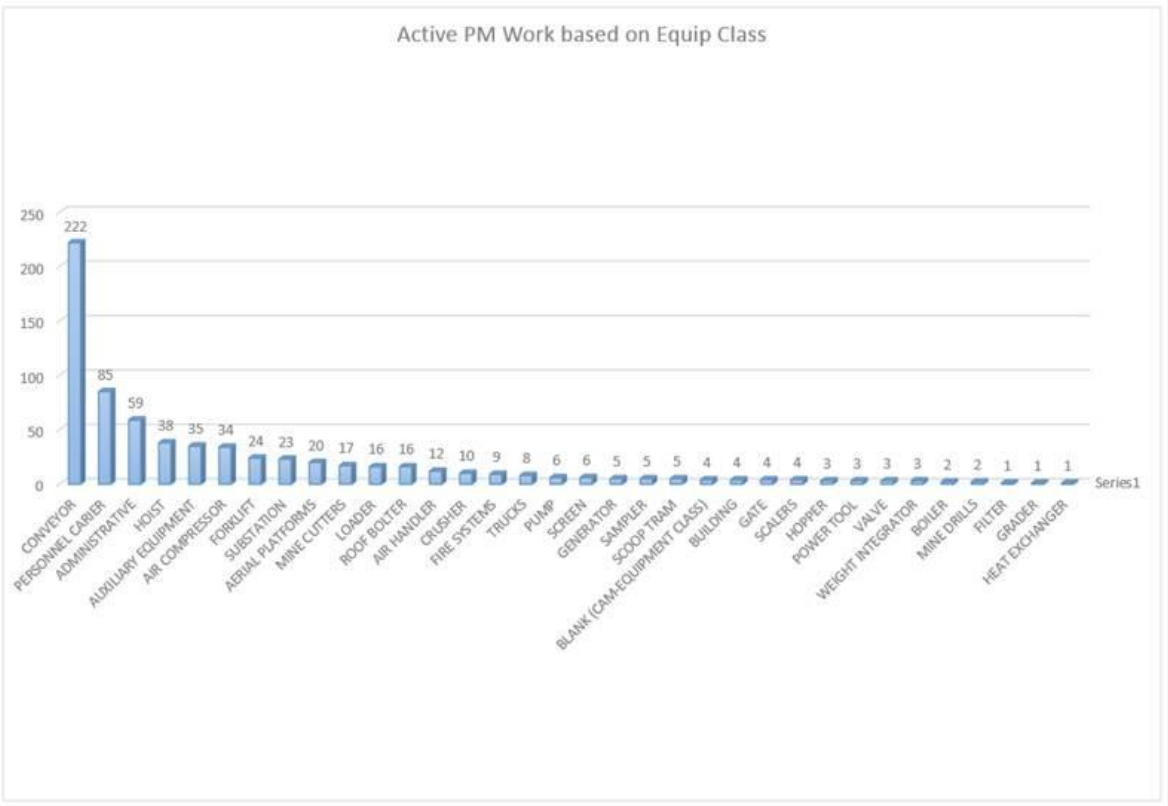


- Are Service Types properly defined?
- Are PM Scheduled properly defined?
- Are you leveraging PM Models / WO Models?
- Are PM generating as expected?
- Are PM work orders executing as scheduled?
- Are you leveraging GPS / Asset Tracking?
  - Telematics

Maintenance

- Review "Active" PM Work Orders by Equipment Class
  - What is the break down of Active PM WOs by Equipment Class?
    - In this analysis, 53% of Active PM WOs are for 3 equipment classes
    - These number surprised the client and created a need for maintenance intervention

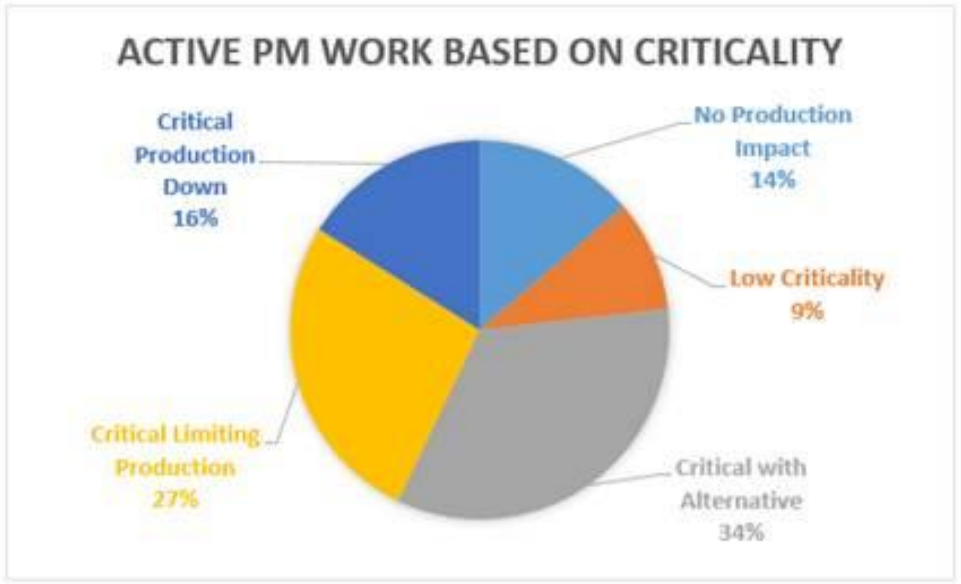
Active PM Work (MRs) based on Equip Class		690
CONVEYOR	222	32%
PERSONNEL CARIER	85	12%
ADMINISTRATIVE	59	9%
HOIST	38	6%
AUXILIARY EQUIPMENT	35	5%
AIR COMPRESSOR	34	5%
FORKLIFT	24	3%
SUBSTATION	23	3%
AERIAL PLATFORMS	20	3%
MINE CUTTERS	17	2%
LOADER	16	2%
ROOF BOLTER	16	2%
AIR HANDLER	12	2%
CRUSHER	10	1%
FIRE SYSTEMS	9	1%
TRUCKS	8	1%
PUMP	6	1%
SCREEN	6	1%
GENERATOR	5	1%
SAMPLER	5	1%
SCOOP TRAM	5	1%
BLANK (CAM-EQUIPMENT CLASS)	4	1%
BUILDING	4	1%
GATE	4	1%
SCALERS	4	1%
HOPPER	3	0%
POWER TOOL	3	0%
VALVE	3	0%
WEIGHT INTEGRATOR	3	0%
BOILER	2	0%
MINE DRILLS	2	0%
FILTER	1	0%
GRADER	1	0%
HEAT EXCHANGER	1	0%



Maintenance

- Review "Active" PM Work Orders by Equipment Criticality
  - What is the break down of Active PM WOs by Equipment Criticality?
    - In this analysis, 23% of Active PM WOs are for non-critical equipment
    - If the maintenance team needs to reduce the backlog and focus efforts, you may want to look of avoiding work on those PMs and concentrate on equipment classified as critical.

Active PM Work (MRs) based on Criticality		690
No Production Impact	95	14%
Low Criticality	65	9%
Critical with Alternative	234	34%
Critical Limiting Production	185	27%
Critical Production Down	111	16%



Audit PM Program Effectiveness

- Maintenance Rules
- Root Cause Analysis
  - Review All Breakdowns for Root Cause
  - List All PM for that Equipment
  - Determine if Change is Needed to PM Program
    - More, Less, Different
- PM Compliance
  - Review Execution of PM Schedule
  - Determine % of Compliance
  - Identify PMs Not Performed and Determine Fate
- PM Associations

PM Associations

Requirement

- Want to link a specific PM service (task) with other PM services so when it comes due, it looks for the other services to come due within a given threshold.

Setup

- Associate related services to the Primary service with Threshold %

Result

- PM WO comes due but creates separate WOs

Requirement

- Have both Major and Minor services where Minors are done when a Major is done. Want to restart the frequency of Minor services once the Major service is complete.

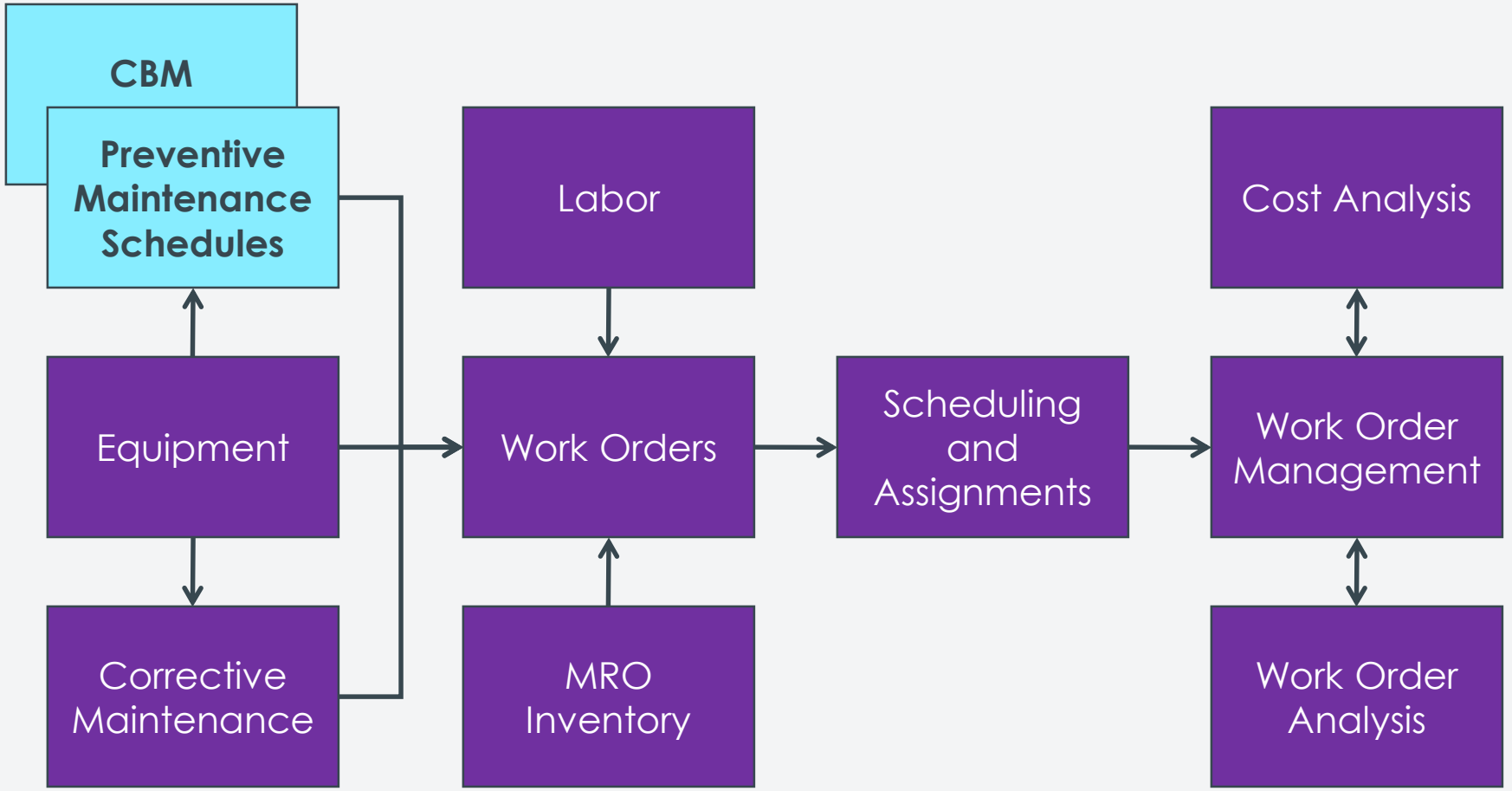
Setup

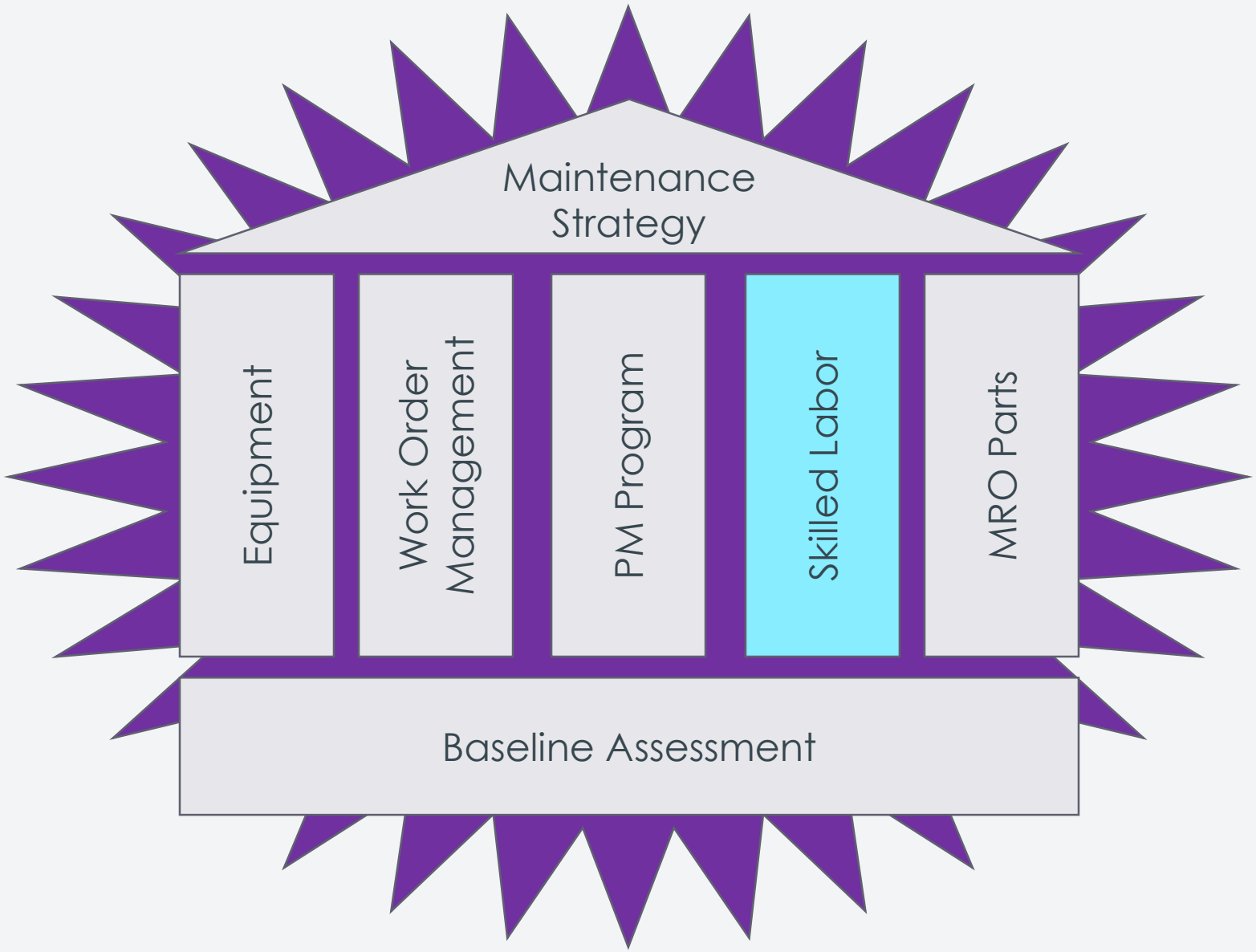
- Combine the minor services to the Major service

Result

- Minor service comes due and uses the same Assigned WO as the Major service

JD Edwards CAM Overall Process Flow

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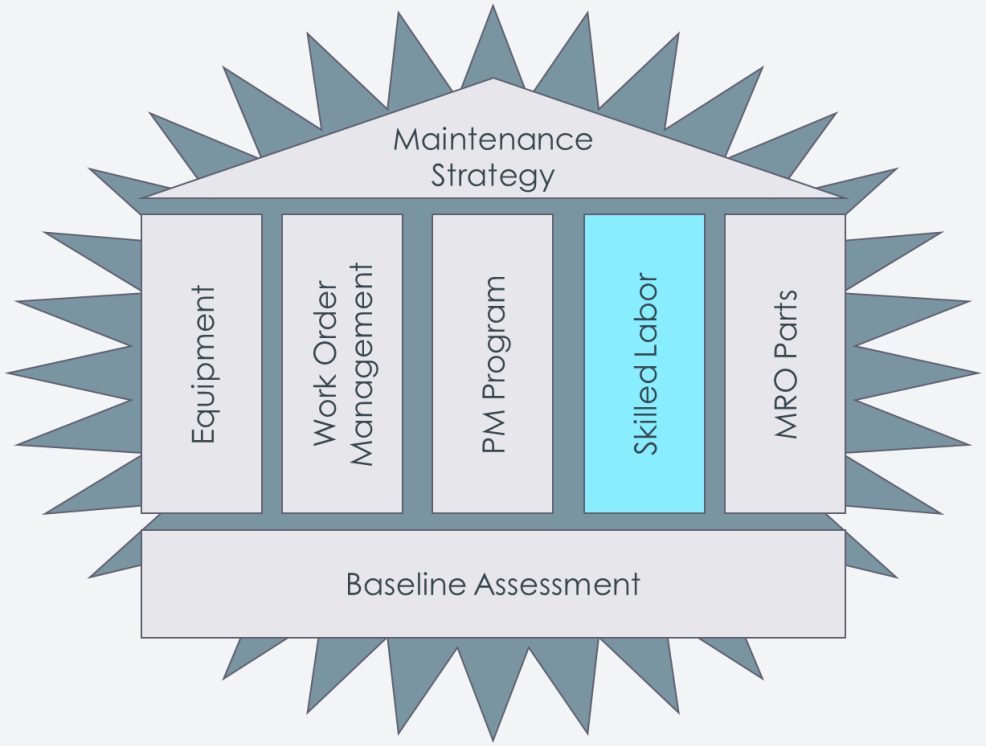
Step 4 – Skilled Labor Pillar

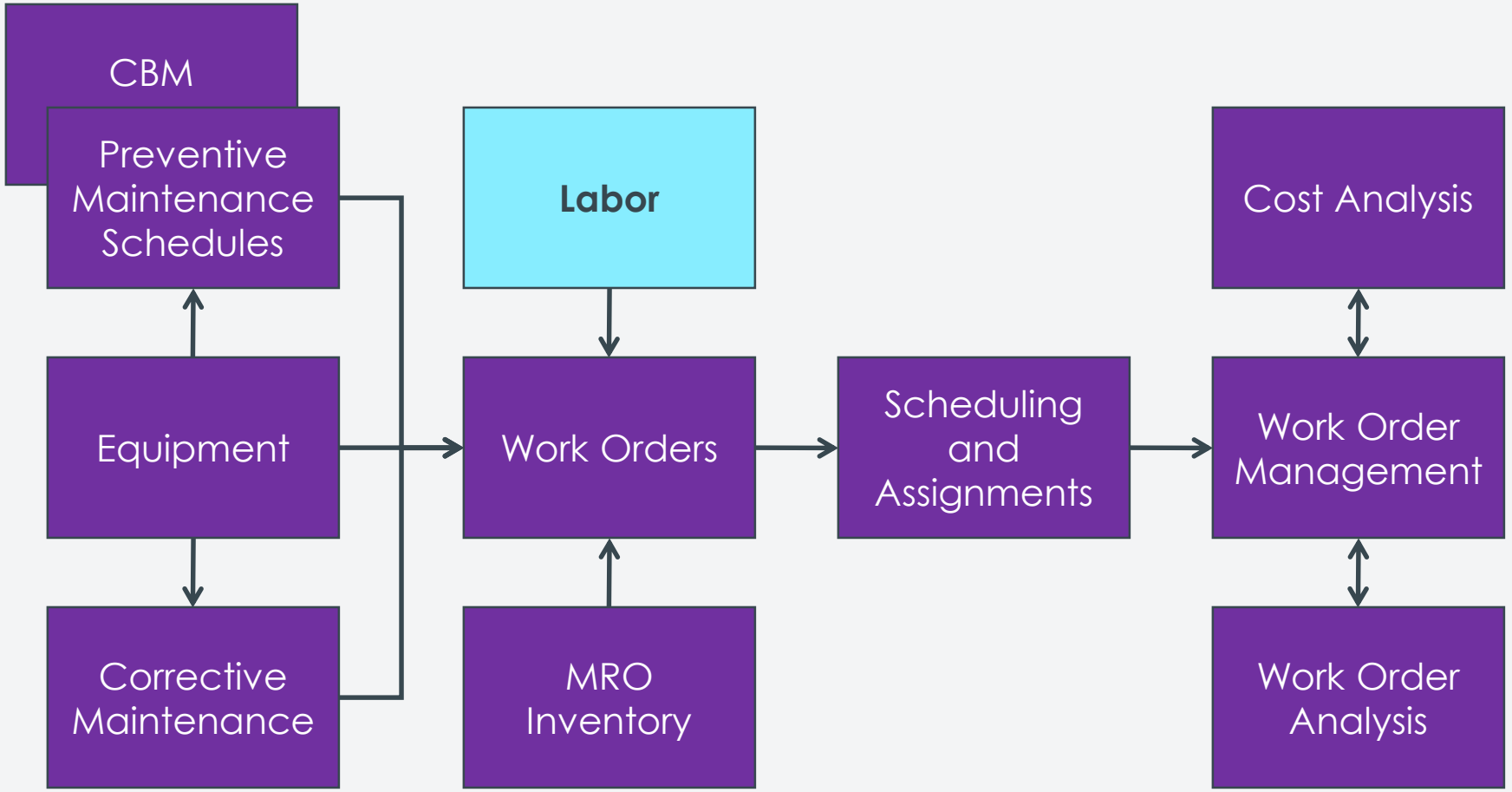


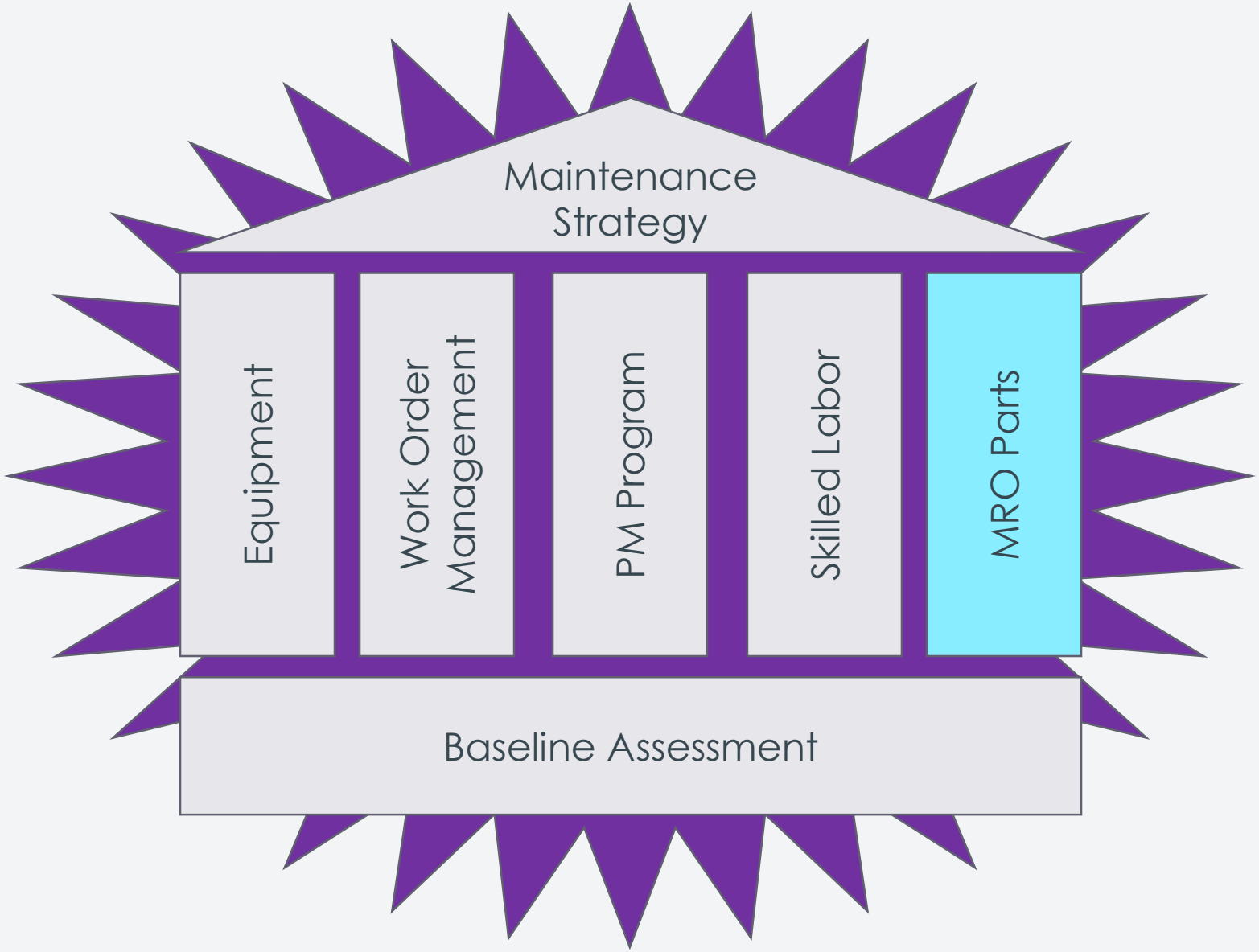
- Define Skilled Labor
- Protecting Intellectual Capital
- Labor Tracking
  - Assignments to Craft
  - Assignments to Individual
  - Scheduling
    - Base JDE, Advanced scheduling
    - 3rd Party Products
    - Enhancements

Skilled Labor

- Skilled labor is becoming more and more scarce
- It has become essential to capture intellectual capital and maintenance know-how in system routines
  - Maintenance requirements
  - Proper LOTO instructions
  - Safety considerations
- Training and apprenticeship programs are critical for future maintenance support
  - Are your skilled labor properly trained?
  - Are you OHSA / MSHA compliant?
- Skills and Competencies can be captured by employee in HR and at the Craft level, then work instructions can be properly defined

JD Edwards CAM Overall Process Flow

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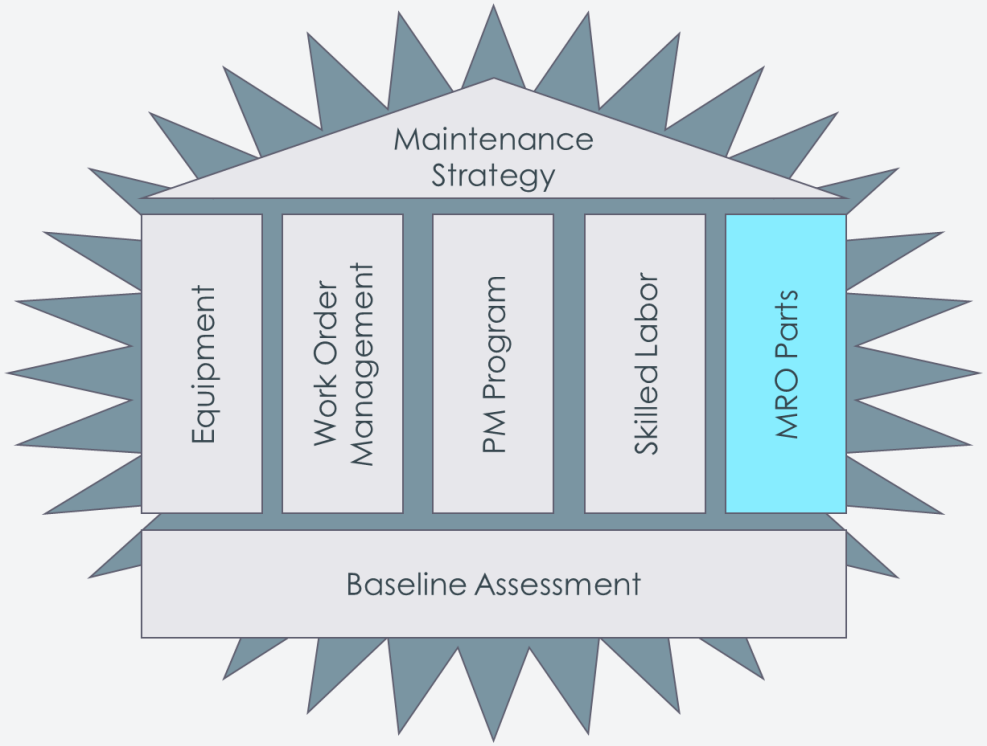
Step 5 – MRO Parts / Stores Pillar



- Are MRO Parts properly defined?
- Are Equipment Parts Lists properly defined?
- Are Parts Bill of Materials (BOMs) properly defined?
- Are parts properly reported against work orders?
- Is your MRO Stores managed with proper locations and accurate inventory?
  - Including Cycle Counting?
- Is procurement manual or are you properly leveraging E1 functionality
  - Including PO Generator, Purchase on WO, and/or MRP?

MRO Stores

- MRO Stores is an important part of any effective maintenance operations
  - Review MRO Investment
    - Any changes in the last 5 years?
    - How much do you have in "obsolete inventory?"
  - MRO Management
    - How much are classified as "critical spares?"
    - What percentage are managed on ROP?
    - How long has it been since ROP triggers have been reviewed?
    - What storage floor changes have been required over the past 5 years?
    - Are lead times accurately captured in E1?
    - Are there a lot of returns of both stock and non-stock materials to stores?
    - How accurate is the MRO Stores area?
    - Is cycle counting being performed?
  - MRO Reporting
    - Cancelled orders create residual commitments which cause over-replenishment
    - Are mobiles devices leveraged for accuracy and timeliness?
    - Are screens user-friendly?

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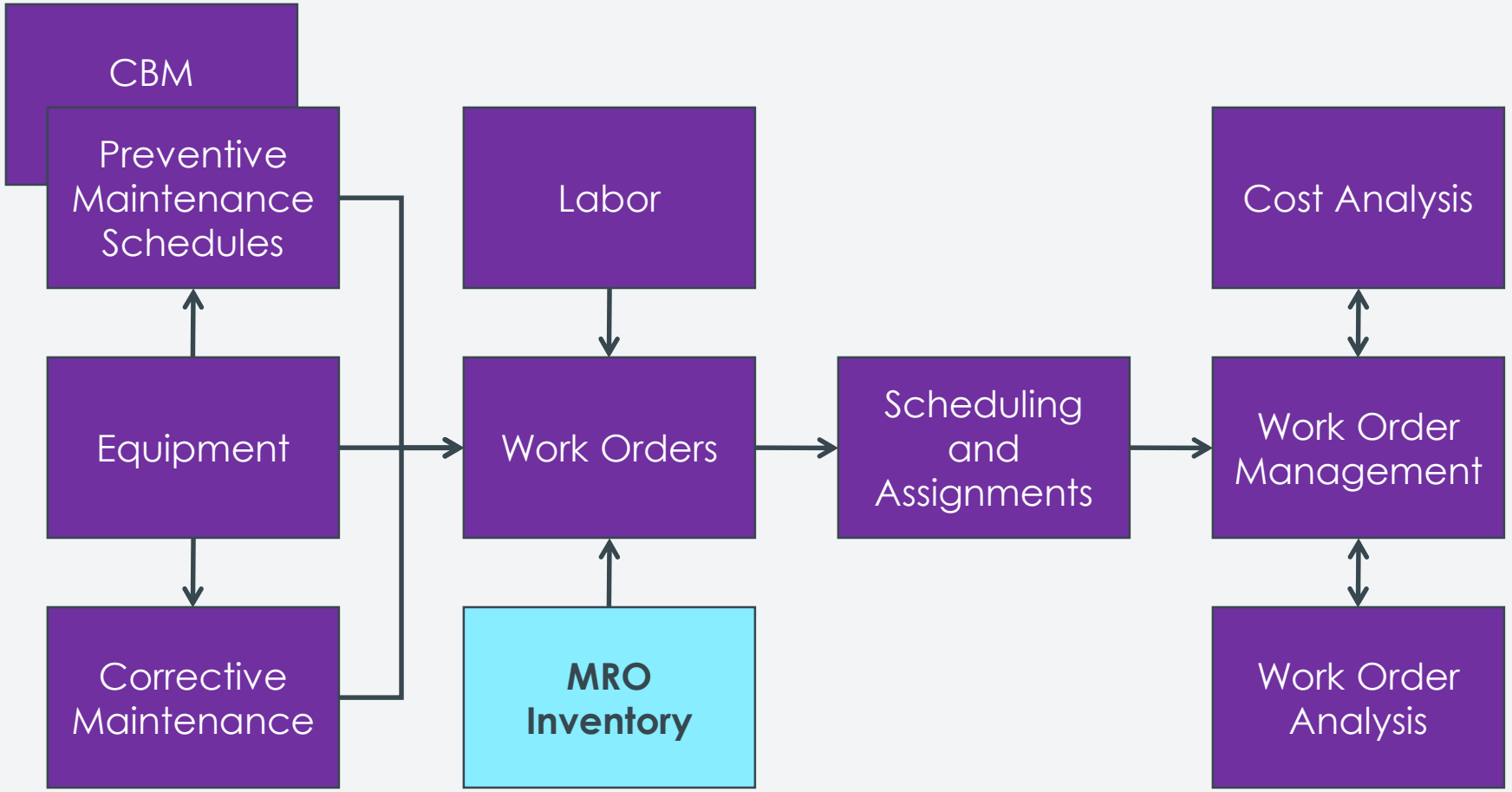

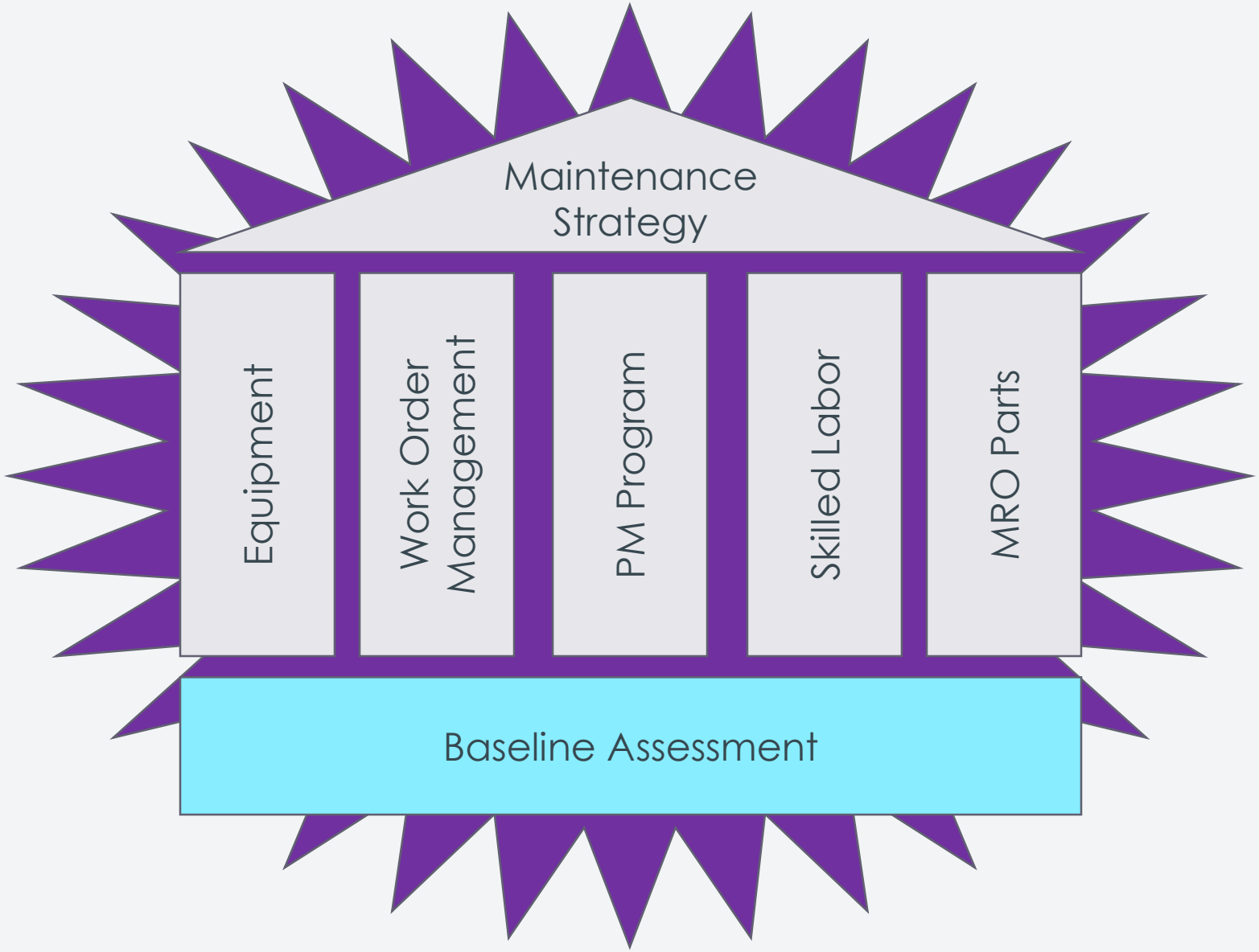
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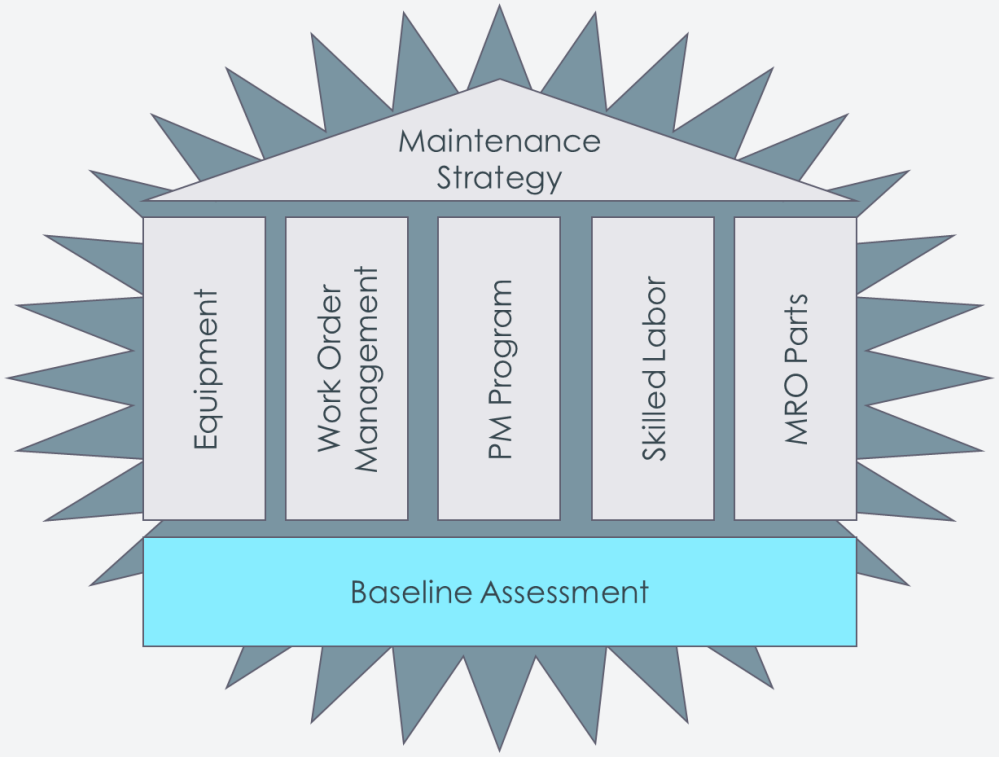
Step 6 – Baseline Assessment



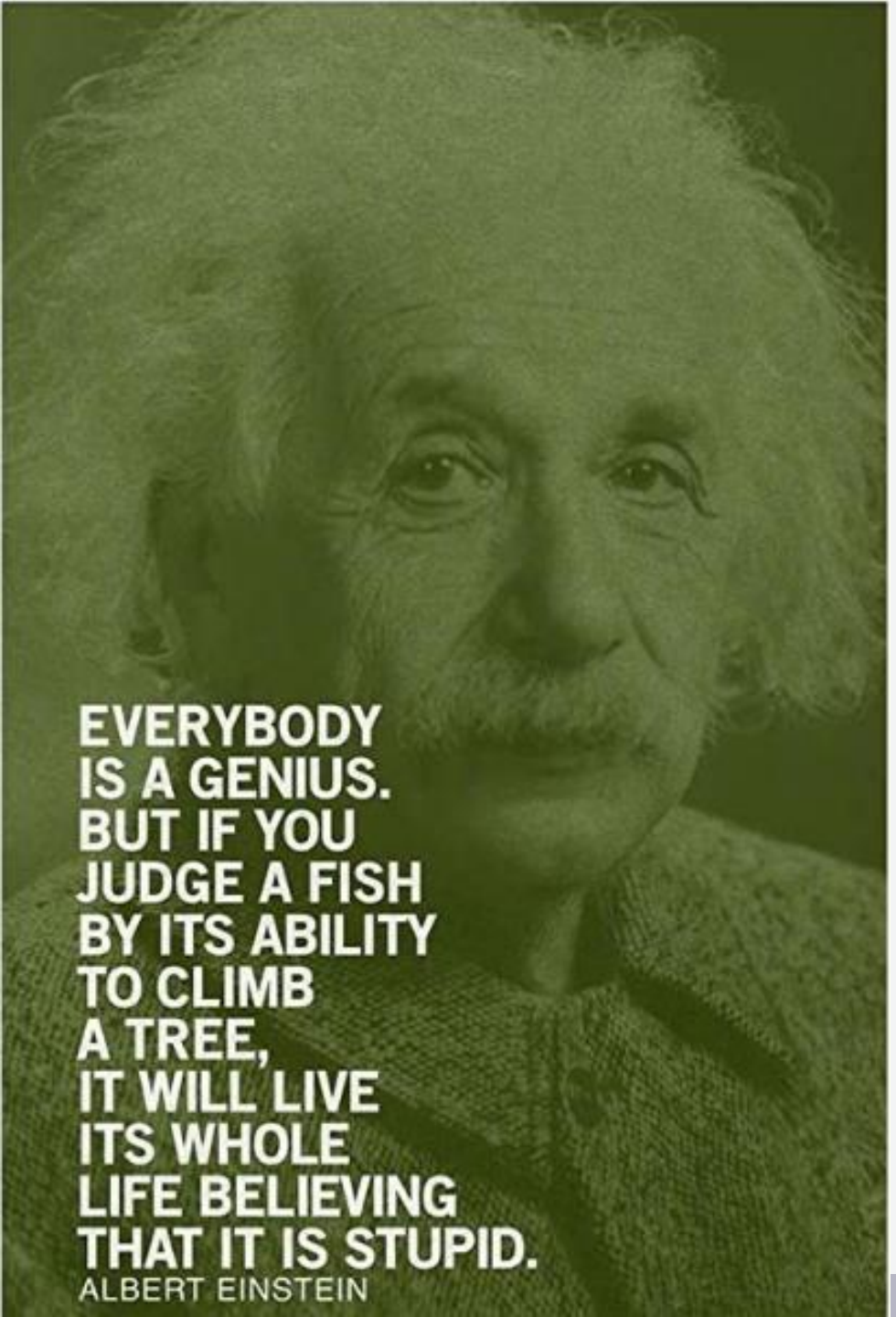
- How are you leveraging your E1 investment?
- Are you set up for a successful EAM experience?
- What type of maintenance program do you have?
- What are the immediate areas of opportunity and/or improvement?

The Six Basic Types of Maintenance Programs

1. Reactive "Corrective" Maintenance (CM) **Fire Fighting!!!**
2. Proactive Maintenance - Some PM's
3. Preventive Maintenance (PM) - Full PM's
4. Predictive Maintenance (PdM) - Full PM's & Condition (CBM)
5. Total Productive Maintenance – PM's, PdM & Craft Management
6. World Class Maintenance - Complete integration with ERP

Source: Maintenance Technologies

…Where does your maintenance program fall?



Know Where You Are

- Evaluate your Maintenance Team based on where you are
- False expectations just add to frustration and a lack of trust in your E1 CAM system
- Focus on improvement and look for opportunities to guide your continuous improvement efforts for your Maintenance Team

Garbage In Garbage Out

- Poor Data Integrity will kill any CAM program
  - Equipment
    - Numbering Schema, Description Schema, Classification Schema
  - PMs
    - PM Naming Convention, PM Descriptions, PM Intervals, PM Scheduling, etc.
  - MRO Parts
    - Item Description, Vendor, Costs, GL Class, Locations, Cardex, etc.
  - Data Governance Policy

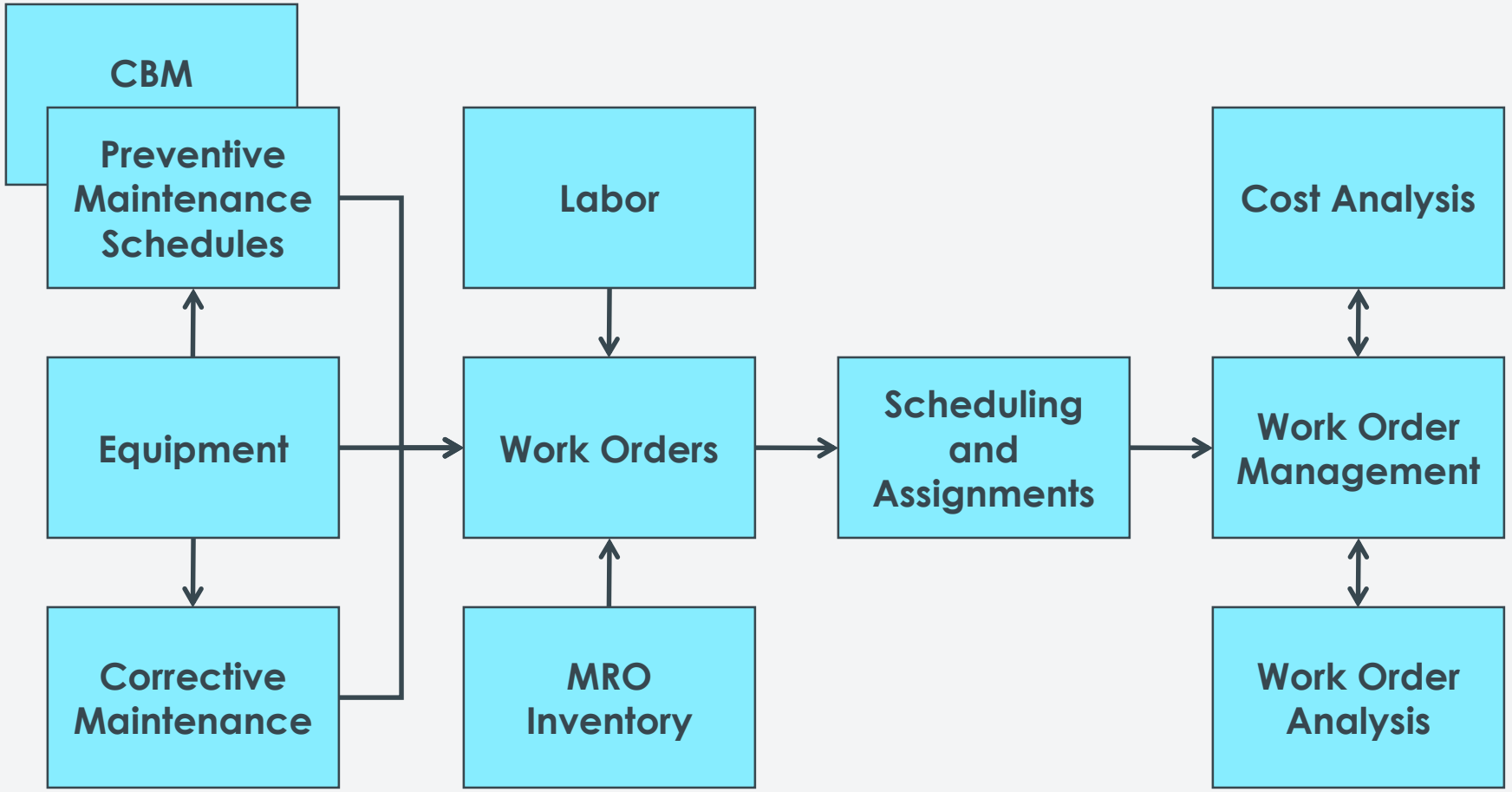
Configuration

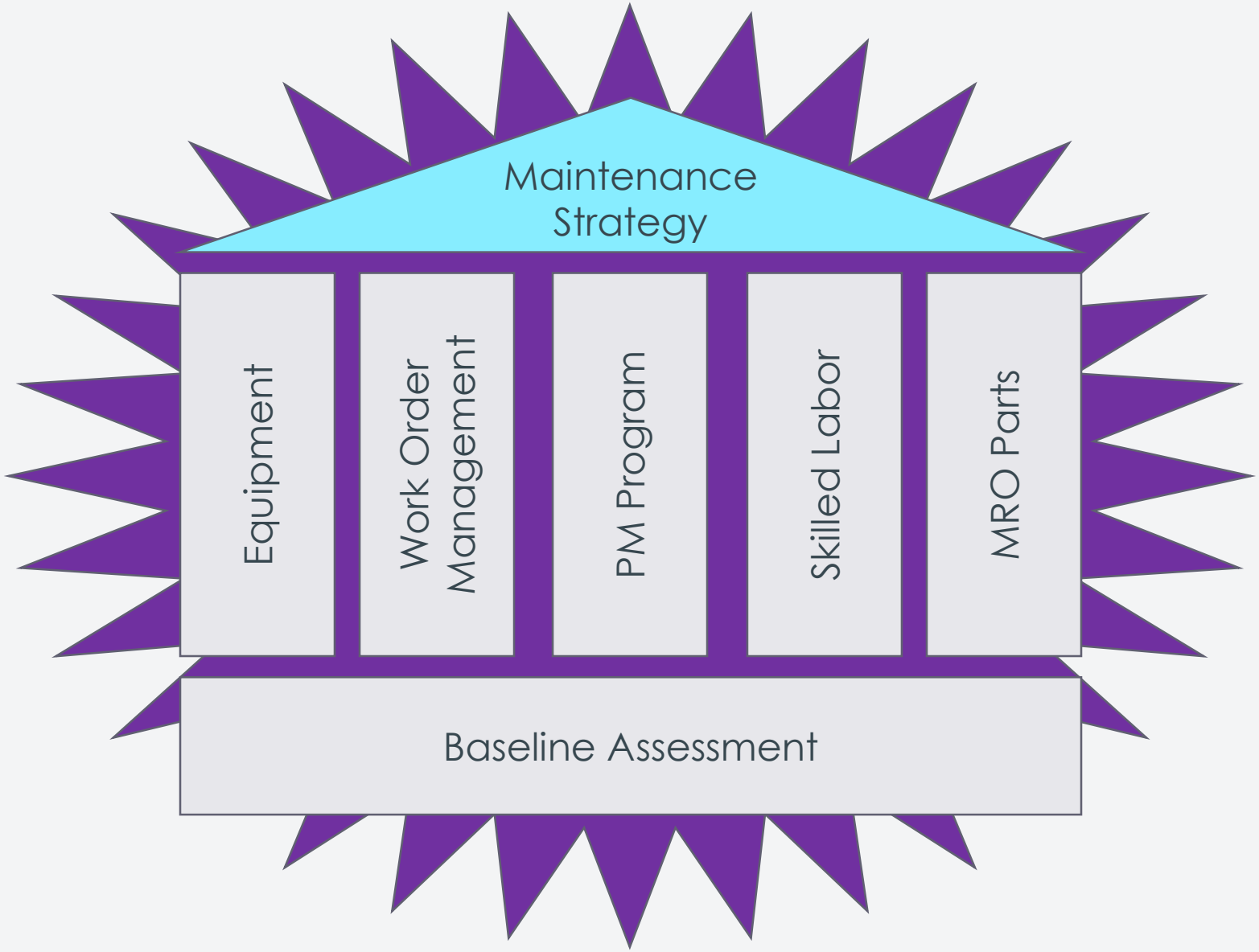
- Look for opportunities to improve your maintenance processes, not just migrate them
  - Don't assume your existing processes are optimal
  - Don't assume that base JD Edwards has everything predefined
  - Don't modify the new release to mimic what your older release or legacy system
- Meters
  - If you use it, you better use it!
  - Leverage technology to improve accuracy (i.e. Telematics)

Avoid Over-Complication

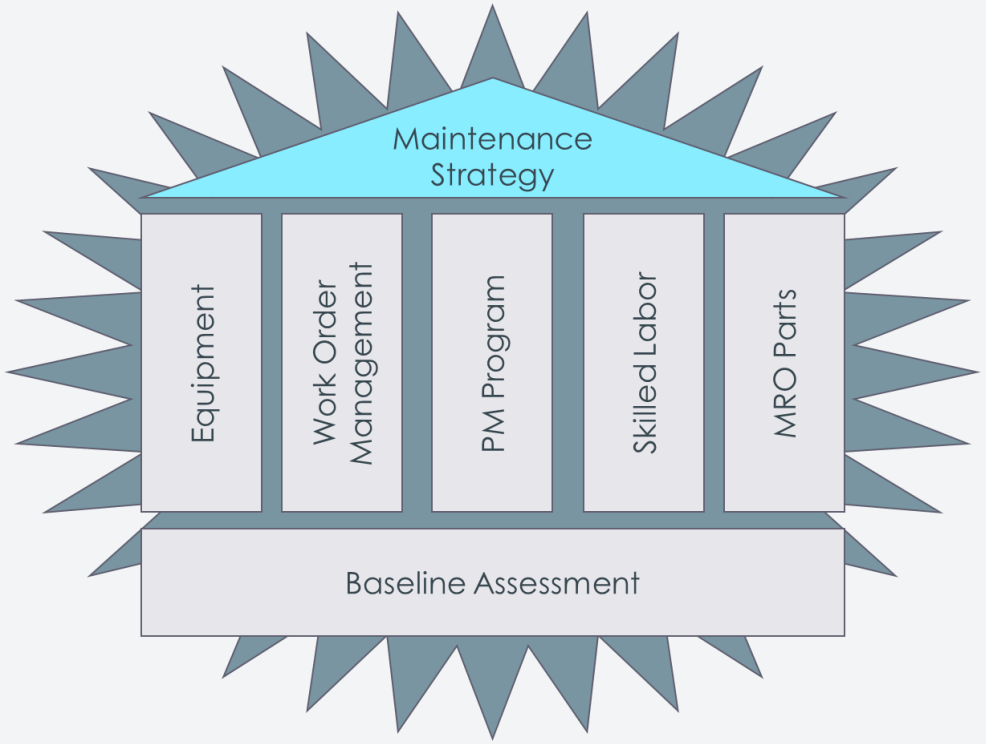
- Keep It Simple…
  - Remember Maintenance people complain A LOT about system complexity
  - Focus on simplicity!
- Some JDE Tools that help…
  - Menus
  - E1 Pages
  - Grids
  - Security
  - Watchlists
  - Orchestrator
  - CafeOne
  - Personalized Forms

JD Edwards CAM Overall Process Flow



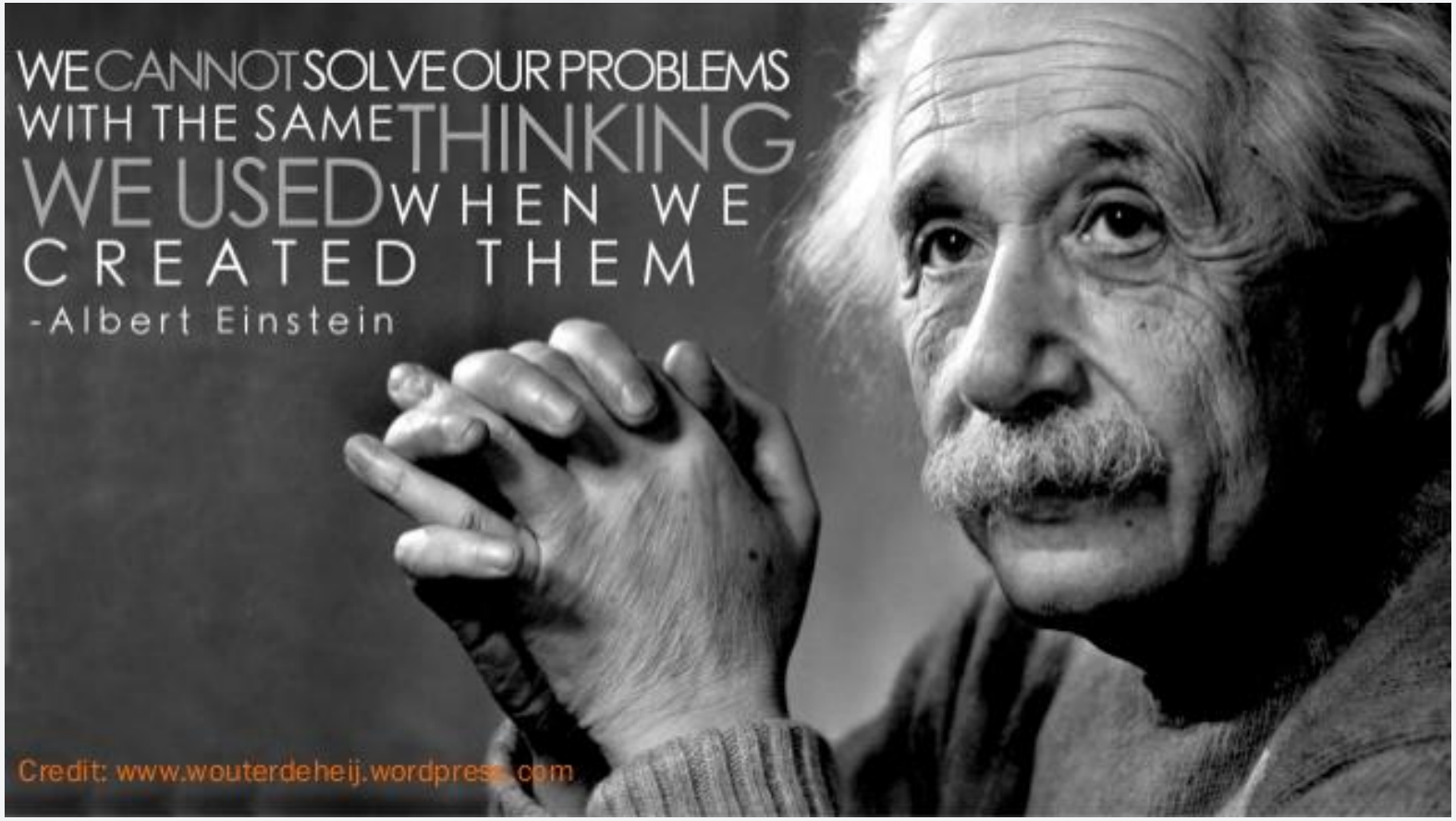

Maintenance Strategy
Equipment
Work Order Management
PM Program
Skilled Labor
MRO Parts
Baseline Assessment

Step 7 – Maintenance Strategy Audit



- Focus on the strategy, not just reacting to current environment
  - Key difference between maintenance management and maintenance leadership
- You need a maintenance solution, not just software!
  - This requires several "white-board sessions" to define the strategy you are looking for
- Remember…
  - If you don't know where you are going, any road will get you there!
  - Do not simply setup JDE and expect improved results
  - Establish standards and measure performance

You Need to Build a Maintenance Strategy



Building a Maintenance Strategy

- Leverage a holistic approach to managing maintenance
- Assess your maintenance pillars
  - Equipment
  - Work Order Management
  - PM Program
  - Skilled Labor
  - MRO Parts
- Discuss the Old Way vs. JDE Way vs. the "Right" way
  - Leverage Best Practices
- Perform a Criticality Assessment
- Assess make vs. buy decisions
  - Maintain internally vs. externally (contractors)
  - Maintenance agreements
- Perform a PM Audit
  - Determine if you have unfeasible plans versus simply poor execution

PM Program Audit

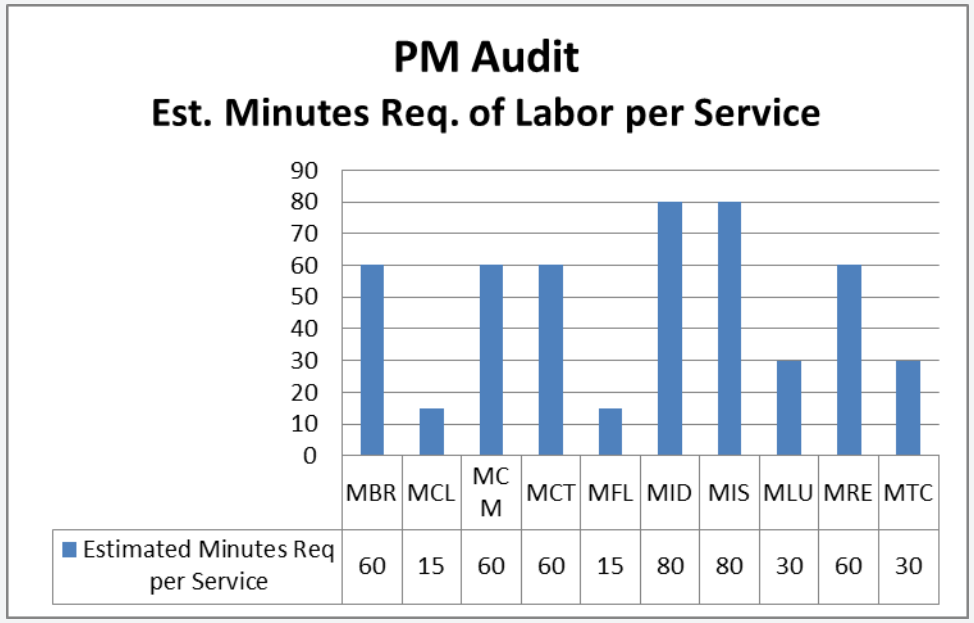
- Purpose
  - Verify if the overall PM plan is “do-able”
  - Think of it as defining you maintenance capacity and then comparing projected PM load against that maintenance capacity
- Areas to Review
  - Inputs
  - Validating the PM Program
- Analyzing Current PM Backlog

Inputs

- Time Estimates by Service Type
- Labor Capacity for PMs

Time Estimates by Service Type

PM Type	PM Description	Estimated Minutes Required per Service
MBR	Brakes	60
MCL	Cleaning	15
MCM	Calibration – Meter	60
MCT	Calibration – Torque	60
MFL	Filter Changes	15
MID	DOT Inspection	80
MIS	Safety Inspection	80
MLU	Lubrication	30
MRE	Rebuild	60
MTC	Testing – Conditions	30



Labor Capacity for PMs

Target Schedule % for PMs:	40%
Average Hrs. per Wk:	40
Ave Scheduled Wks per Yr:	48

For Example:

Personnel: 3

Hours per Week: 40

Target # of Scheduled Weeks: 48

Target Schedule % for PM Work: X 40%

Total # of Available Hours: 2,304

Area	# of Maintenance Personnel Available to work on PMs	# of Annual Hours Available to do PMs
102 - CORPORATE GENERAL	0	0
410 - ARIZONA	3	2304
412 - CENTRAL	3	2304
413 - WEST	0	0
414 - NORTHEAST	0	0
417 - SOUTHEAST	3	2304
420 - WESTERN WA	6	4608
422 - EASTERN WA	6	4608
425 - ALASKA	5	3840
429 - NORTHWEST LARGE PROJECTS	3	2304
430 - UTAH ADMIN	3	2304
431 - UTAH MATERIALS	1	768
434 - GARCO	0	0
444 - RENO	5	3840
446 - CB CONCRETE	0	0
449 - CENTRAL	3	2304
451 - WESTERN	3	2304
464 - PALMDALE/VENTURA	3	2304
465 - BAKERSFIELD	3	2304
467 - SANTA BARBARA	3	2304
472 - VALLEY	6	4608
477 - FEDERAL	0	0
479 - COASTAL	3	2304
482 - INDIO	3	2304
484 - SAN DIEGO	3	2304
492 - EQUIPMENT	0	0
546 - POWER	0	0
547 - TUNNEL	3	2304
548 - CIVIL	3	2304
549 - UNDERGROUND	3	2304
551 - WESTERN SLOPE	0	0
	77	59136

Validating your PM Program

- Calculate annual time required (ATR) by Service Type
- Compute Total Required Time (TRT) per Area

Calculate Annual Time Required by Service Type

- PM Projections defines the maximum number of PM occurrences per year
  - Day Schedule = Based on 360 Day Calendar
  - Meter Schedule = Based on target utilization per Rate Group
- Calculate the annual time required (ATR) by Service Type

Calculate the Annual Time Required by Service Type

For Example:

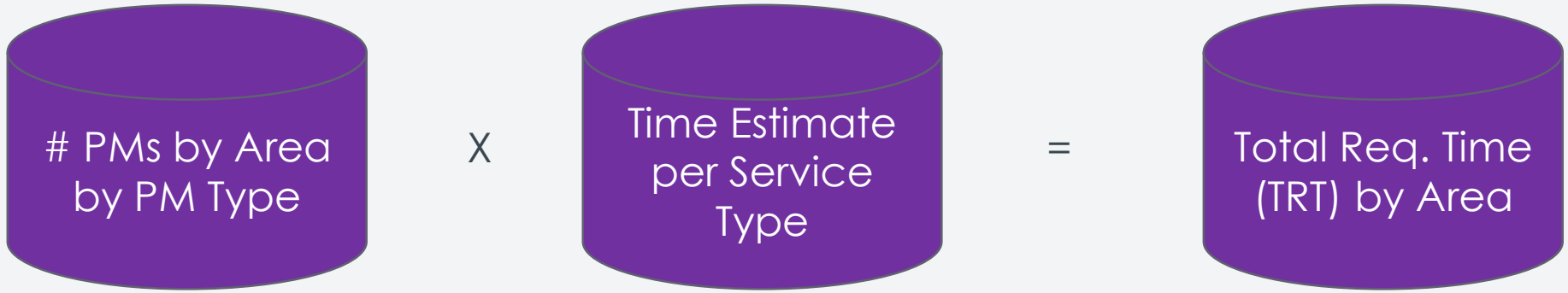
Unit Number: ***05.064***

Description: ***ADVANCE FRONT MIXER 11YD 6AX***

- Day Schedule PMs
  - MID08405 Service Interval = 90 Days (360 / 90 = 4)
  - Total Annual Required Time per MID Service = 4 X 80 = 320 Minutes
- Meter Schedule *PMs*
  - MLU00105 Service Interval = 250 Hours (1000 Target Utilization Hours / 250 = 4)
  - Total Annual Required Time per MLU Service = 4 X 30 = 120 Minutes
- Equipment Example: ***05.064***
  - Area = 446 (CB Concrete)
  - Assigning these two PMs, area "446" would have an annual schedule requirement of 440 minutes (or 7.34 Hours)

Compute Total Required Time (TRT) by Area

- Compute TRT by Area:

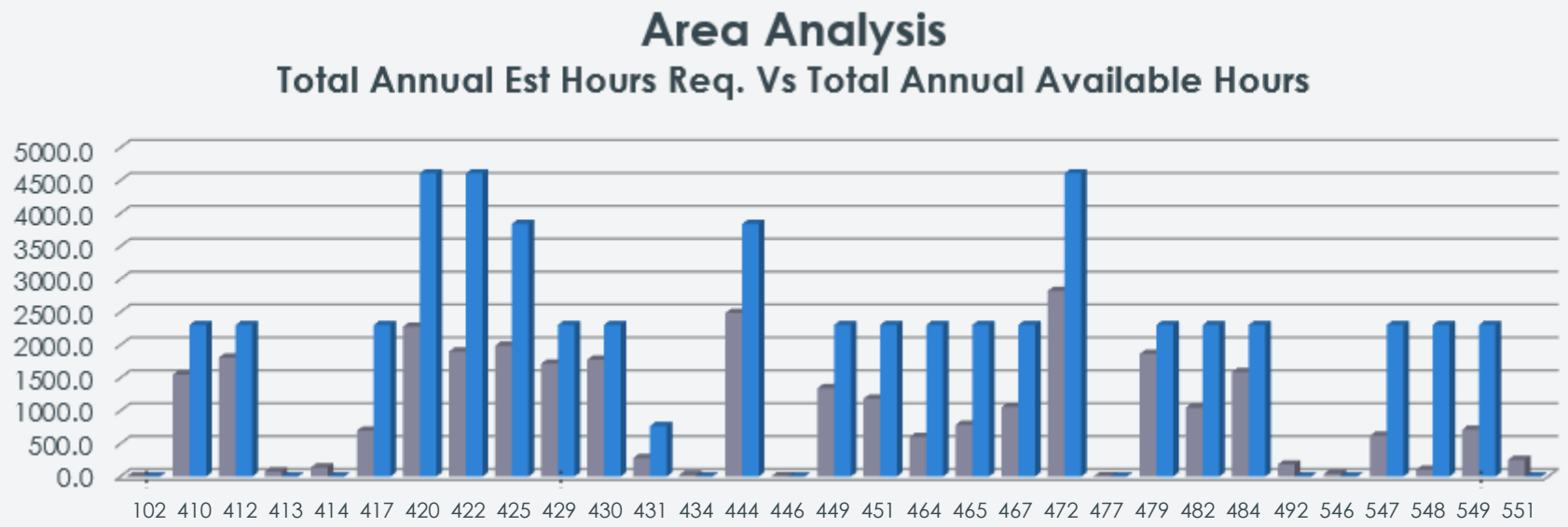


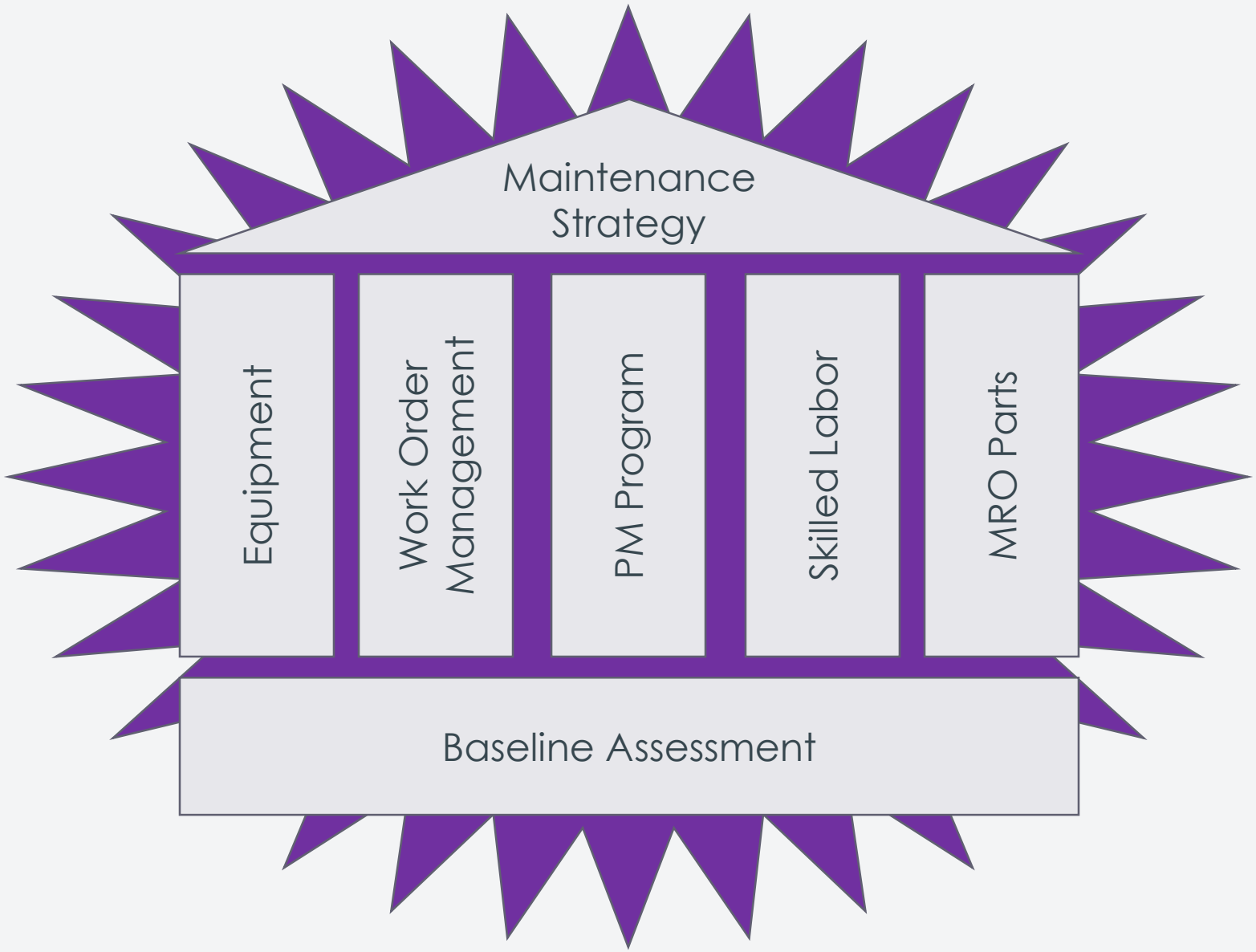
- Compare TRT against your Maintenance Capacity by Area

Total Required Time by Area (TRT)

Maintenance Area	Total Annual Time Req. (TRT) per Year	Total Maintenance Capacity to do PMs	Ratio PMs Program to Capacity
102 – CORPORATE	0.8	0	999%
410 – ARIZONA	1548.4	2304	67%
412 – CENTRAL	1809.3	2304	79%
413 – WEST	80.5	0	999%
414 – NORTHEAST	138.9	0	999%
417 – SOUTHEAST	697.7	2304	30%
420 – WESTERN WA	2277.5	4608	49%
422 – EASTERN WA	1899.9	4608	41%
425 – ALASKA	1989.4	3840	52%
429 – LARGE PROJECTS	1715.7	2304	74%
430 – UTAH ADMIN	1775.5	2304	77%
431 – UTAH MATERIALS	282.6	768	37%
434 – NORTH DAKOTA	27.3	0	999%
444 – RENO	2486.1	3840	65%
446 – CB CONCRETE	5.3	0	999%
449 – CENTRAL	1343.3	2304	58%
451 – WESTERN	1183.3	2304	51%
464 – PALMDALE/VENTURA	600.6	2304	26%
465 – BAKERSFIELD	785.1	2304	34%
467 – SANTA BARBARA	1057.4	2304	46%
472 – VALLEY	2820.3	4608	61%
477 – FEDERAL	4.3	0	999%
479 – COASTAL	1864.5	2304	81%
482 – INDIO	1049.7	2304	46%
484 – SAN DIEGO	1587.8	2304	69%
492 – EQUIPMENT	183.7	0	999%
546 – POWER	43.0	0	999%
547 – TUNNEL	622.5	2304	27%
548 – CIVIL	105.7	2304	5%
549 – UNDERGROUND	713.2	2304	31%
551 – WESTERN SLOPE	255.2	0	999%
	30954.4	59136.00	52%

Area Analysis

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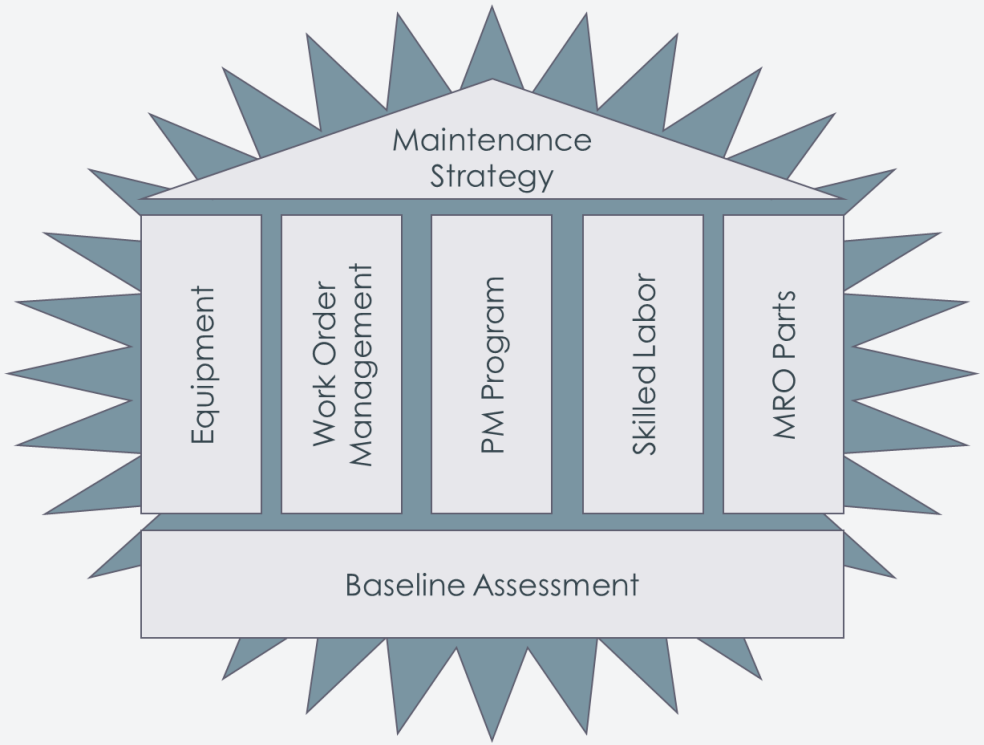
Step 8 – Decide to Take the Next Step



- Perform a Baseline Assessment
- Determine if Maintenance pillars require support
- Identify and tackle any low hanging fruit
- Determine if Maintenance Strategy is sufficient

Next Steps…

- Do what you can yourself, but don't be afraid to seek expert assistance
- Confirm you are working with the right partner
  - Ensure your partner firm has both the system knowledge and industry experience
  - Confirm strong Project Management to ensure proper guidance and delivered value
  - Vet the results from their other clients

Hear more from Grant Thornton

Tuesday

- **Automating positive pay with Orchestrations** | Mohammad Shujaat | 8:15 a.m. CT
- **Designing job cost code structures for effective cost management** | Craig Davied | 11:15 a.m. CT
- **Unleash the power of EDI 852** | Shrikant Gogate | 11:15 a.m. CT
- **Use form extensions to turbocharge JD Edwards 9.2** | Mohammad Shujaat | 1:15 p.m. CT
- **Extend JDE reporting with Oracle Analytics** | Jeffrey Silverman and Matt Elfeldt, Greer Labs | 3:15 p.m. CT

Wednesday

- **JDE's advanced pricing can handle the most complex pricing structures** | Craig Davied | 7:30 a.m. CT
- **A simplified guide to implementing lease accounting** | Sam Johnson | 7:30 a.m. CT
- **Creating workflows with JD Edwards Orchestrator** | Dwight Moore | 8:45 a.m. CT
- **The steps to JD Edwards Orchestrator** | Anthony Palmisano | 12:45 p.m. CT
- **Used enhanced RMA** | Shrikant Gogate | 12:45 p.m. CT
- **How general ledger can improve sales and operational reporting** | Craig Davied | 2:00 p.m. CT
- **A Covid migration: World to EnterpriseOne upgrade** | David Kratzke | 4:00 p.m. CT
- **Utilizing Orchestrator Studio for real estate** | Sam Johnson | 4:00 p.m. CT

Thursday

- **Stop Integrating & start InteGreat-ing**| Mohammad Shujaat | 8:15 a.m. CT
- **The benefits from upgrading from World to EnterpriseOne** | Craig Davied | 10:00 a.m. CT
- **Paperless AP automation journey - An Orchestrator case study** | David Kratzke and Matt Marfice, Watson Land Company | 10:00 a.m. CT
- **Step by step: Evaluate the effectiveness of your EAM/CAM asset maintenance program** | Steve Yniguez | 11:15 a.m. CT
- **IoT methods for reporting, dashboarding & customer portal using Orchestrator and CafeOne** | Jordan Myers | 11:15 a.m. CT
- **Manage your joint venture needs in JDE** | Craig Davied | 1:15 p.m. CT

Grant Thornton

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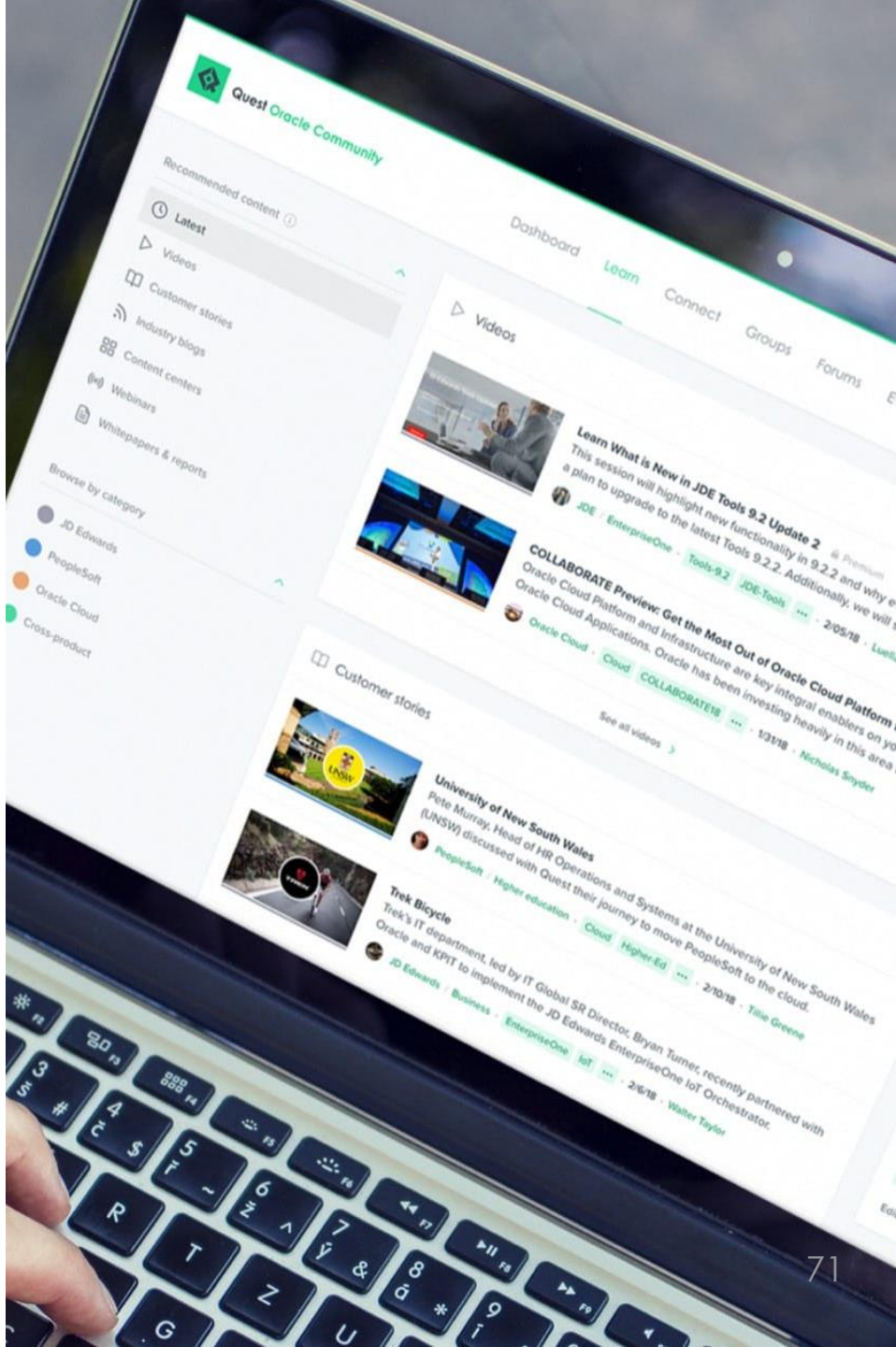

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