



Speaker Interview with **Felicia Tristante**, *Asset Performance Management Solution Consultant of Meridium*

1. What are downstream operators doing to improve productivity and efficiency? What more can they do?

Organisational restructuring seems to be the widely accepted first step in any organisations in any industry towards improving productivity and efficiency as well as to immediately free up 'cash flow'. The second stage of the journey towards productivity and efficiency is normally implementing 'Lean Six Sigma' projects and programs to streamline people with processes. A step that is generally tough in gaining momentum due to the aftermath of the recent organisational restructuring.

I am not implying cutting the fat through organisational restructuring is not necessary, nevertheless, suggesting that organisations who believe people is their best asset using organisational restructuring as their first step towards productivity and efficiency are not walking the talk when things get tough.

There is merit to this approach in 'pruning' the dead wood, however, the qualitative approach to decide who to go and who to stay to reach departmental numbering quota pose enormous hidden consequences to organisations.

Now that we are entering the era of 'big data', there is a better way to improve productivity and efficiency – looking at your asset as a whole and being able to make informed decisions on cutting costs through restructuring the way organisations manage their assets. Asset Performance Management (APM) gives you the tool to be able to build your organisation's capabilities to achieve that. It is the road least travelled, yet I believe when done correctly, APM can break down silos of decision and empower organisations to reach greater heights.

2. What are your views on Asia's downstream industry's competitiveness compared to counterparts in other regions i.e. America, Europe and the Middle East markets?

Asia's downstream industries have the advantage of lower operating costs compared to counterparts in America, Europe, Middle East and Australia due to both relatively lower wages and overhead costs in the region. In addition, improving product quality makes Asia more attractive to be the downstream production place. It is evident from the number of refineries in Australia, America and Europe that were closed down and moved to Asia.

Despite the current positive outlook, Asia shall not lose focus in perpetually improving their competitiveness in the world. One of the few significant ways to improve is by spending effort on improving asset effectiveness to deliver unbeatable return on investments.

3. As a service partner, how do you add value to their effort in becoming more lean and efficient?

APM provides a vehicle for organisation to transition to the digital age to not only enabling organisation to perform analytics on the big data, but to cut the time to perform these analytical activities and start doing something about the problems. Meridium APM solution differentiation lies in enabling organisations to compile and aggregate data from all of their data sources, giving them 360 degrees view of their asset. The secondary benefit of the holistic view of data creating culture of transparency and breaking down horizontal and vertical silos. Moreover, Meridium APM empowers organisations to move into world class asset management practice to be working in predictive maintenance space as well as enable Intelligent Asset Strategy (IAS) where maintenance tactics are continuously evolved and optimised with the changing asset conditions those are detected from the streaming of live big data.

4. The collection of data is not new within the petrochemical industry – how is data analytics changing the way information and data is being used?

In fact, analytics is not a new concept either in petrochemical industry. Analytics is a systematic approach to analyse data using statistics (paretos, probability distribution, Weibull, etc). What has changed in the digital age is 'big data' where analysis paralysis is becoming a common theme – reliability engineers are spending most of their time to understand data and are left with no time to do something about the analysis.

The root cause of why reliability practitioners are spending so much time in analysis is due to multiple data repository that has been built in various point solutions and databases, making it time consuming to construct 360 degrees view of (problems of) the asset.

Analytics is fantastic to understand historical trend and even monitoring asset health 'live'. However, analytics by itself does not add value to improving asset performance, let alone the organisations' operational and capital expenditure. The real value of analytics is the

implementation of recommendations coming out of analysis, where the process is perpetually repeated to achieve both step and incremental improvements to asset tactics.

Word of warning, the advancement in technology in Internet of Things (IoT) and Information/Operational Technologies (IT/OT) will further paralyse unprepared organisations with more analysis paralysis. Thus, organisations who are willing to embrace digital transition needs to account for asset management in their digital investment roadmap.

As mentioned previously, investing in Meridium APM will enable organisations to not only improve organisation's productivity and efficiency, but also improving organisation's physical asset effectiveness by leveraging on their human capital to improve their balance sheet.

5. What will be the highlight of your presentation at Asian Downstream Week?

The opportunities of big data analytics, the risks of analysis paralysis and how they link to Intelligent Asset Strategies are going to be the topics of my presentation. I want to represent the unheard voice of the people on the coal face and connect them with what would be the consequences to the overall business if their voices are left disconnected to the multitude of asset data.