

# UIC Railway Asset Management Global Conference 2017

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## The Game is on: SAM Game

Application of a Business Game to  
for an introduction to Asset  
Management

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# Introducing ENGIE

- ENGIE is committed to responsible growth of its businesses (power, natural gas and energy services) in response to the central challenges of the energy transition towards a low-carbon economy:
  - providing access to sustainably generated energy,
  - combating climate change,
  - reducing its effect and
  - making responsible use of natural resources.

# Introducing ENGIE

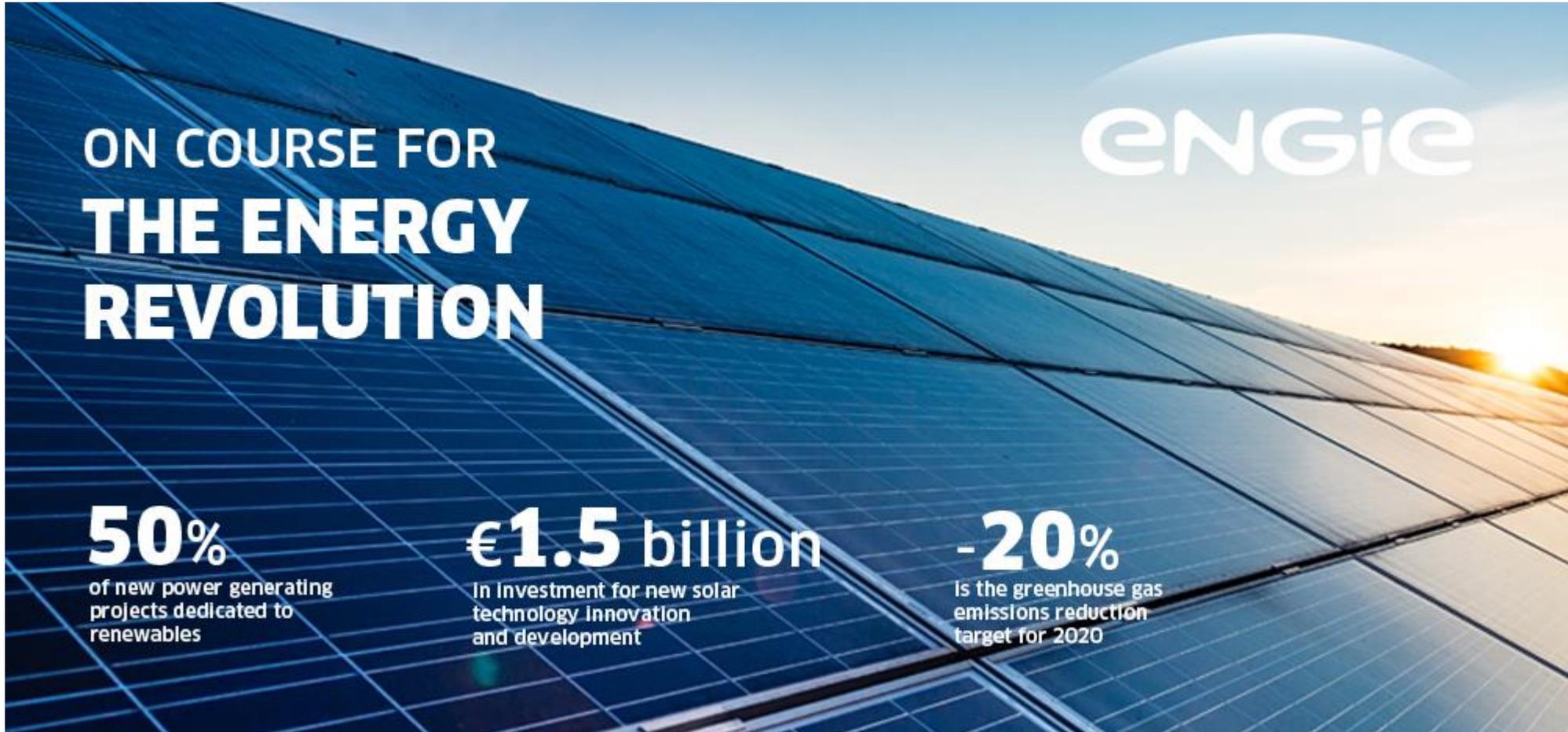
- ENGIE Group is developing high-performance, innovative solutions for personal customers, urban authorities and companies by applying its expertise in four key sectors:
  - renewables,
  - energy efficiency,
  - liquefied natural gas and
  - digital technologies.



## **A business presence in 70 countries**

With a strong presence on every continent, ENGIE applies expertise at every link in the energy knowledge chain based on a simplified regional structure that is uncompromisingly customer focused. The Group is adapting to the challenges of a world in which energy is decentralized with a more agile organizational structure rooted at local level and reliant on core business synergies.

# Introducing ENGIE



**ON COURSE FOR  
THE ENERGY  
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**€1.5 billion**  
In investment for new solar  
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**-20%**  
is the greenhouse gas  
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**ENGIE**

# Asset Management at ENGIE



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# ENGIE: Sustainable Asset Management (SAM)



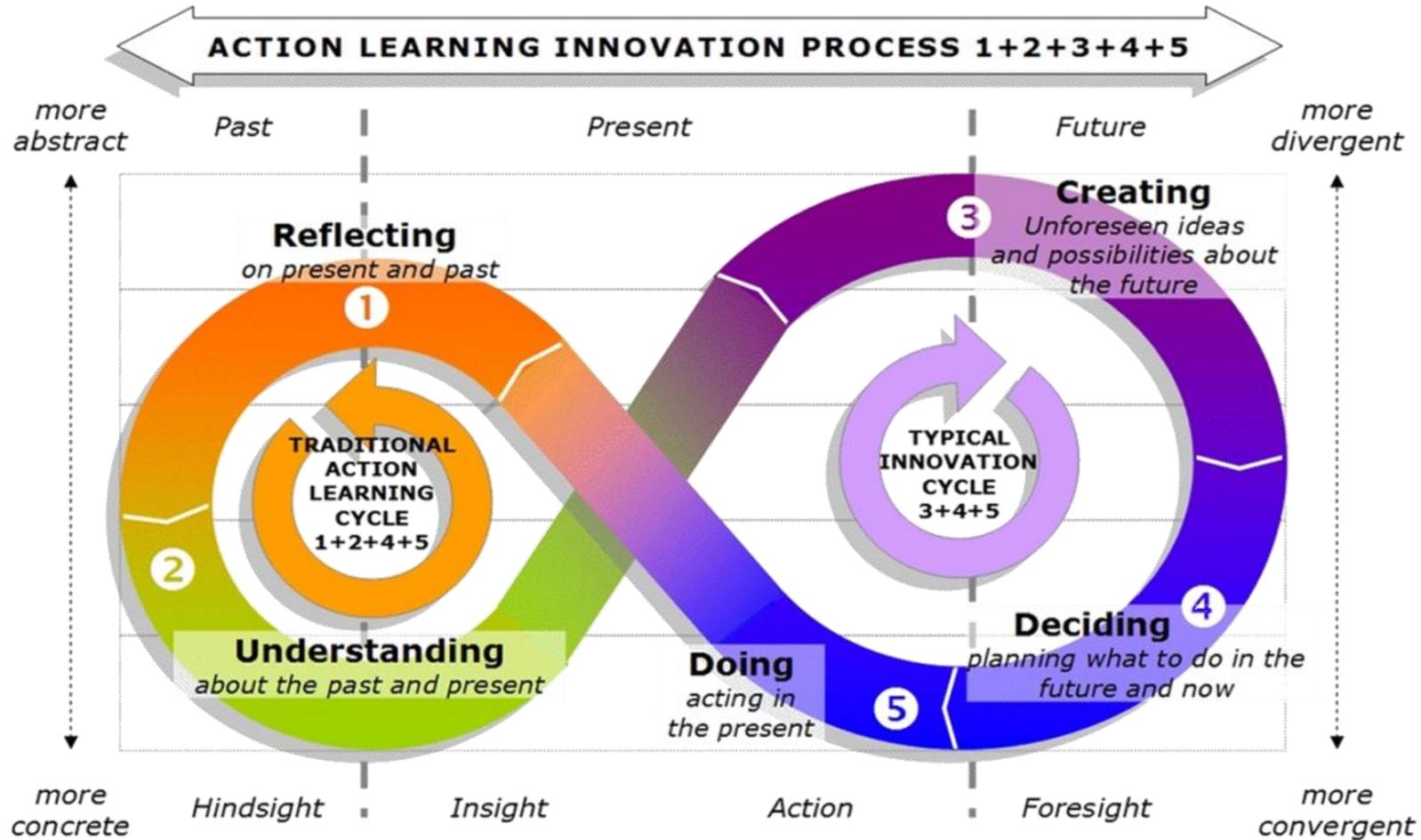
# A short introduction to the SAM Game



# Feedback - samples

- 'It's the best afternoon I've had at work for a long time'
- 'This is a tool that helps us be better asset management people'
- Learning taken back: 'To consider the wider site strategy before pushing for work to go ahead on the maintenance plan. Really consider the added value and the genuine need for the task to be carried out.'
- 'thinking of the greater good rather than personal gain'
- 'the gameplay is very relevant to Engie's business'

# The added value of playful learning



Rookan Podesta © 2007

# Why does this game work so well at ENGIE

- Sustainable Asset Management is not a science, it is a way of working
- This way of working gets improved by practice and by sharing experiences by professionals involved
- Asset Management requires teamwork within projects, and not necessarily an academic approach
- The traditional training setting with a Prof. Knows-A-Lot in front of the team, teaching them how to improve their asset management, in our experience doesn't work very well
- A big part of necessary knowledge and experience is in the heads of the typical participants to the Asset Management training
- The SAM game has proven to be a powerful communication tool within project teams and between project teams and their clients



# Why do games work so well anyway

*A Good Business Game provides participants with the opportunity to take the typical Asset Management decisions and to see their effects on short, medium and long run*

# Prerequisites

## A relevant game

- **Story:** What's the story for the participants?
- **Context:** In what context is this story to be applied
- **Symbols & artefacts:** How do game elements reinforce the message
- **Rules:** Defining the boundaries of the 'magic circle'

## The right constraints:

- Clear learning objective of the game
- Duration of the game
- Level of understanding of common participants
- Amount of people per game
- Size of the game
- Mobility of the game
- Competition/cooperation

**Design and facilitation of a business game requires specific competences**

# Audience – all levels Engie, clients



# SAM Game

- Game objective: Gather client satisfaction through an adequate Asset Management Policy. The team with the most client satisfaction wins the game
- Context: An integrated Asset Management contract for the main contractor
- Challenge: Inspection and maintenance activities in your Asset Portfolio have to be carried out, with constraints: budget, personnel, available time, ageing of assets
- Activation of SAM modules reduces constraints

# Learning objectives for participants

- What aspects do you think have priority?
- How do they impact client satisfaction?
- Where do you want to spend the limited money?
- Where are the asset management constraints on strategic, tactical and operational level?
- Will you maintain or replace properties? Which ones?
- Do you need certain additional maintenance?
- What is the requirements?
- What's your view on risk?
- How long do you think it will take to complete the mission?
- What's your maintenance strategy? How are you balancing cost, risk and performance?

# Layout of a SAM Game workshop

- Introduction to Asset Management
  - Assets, Asset Management, Sustainable Asset Management, SAM (15 minutes)
- Game
  - Time schedule & Global introduction to the game (5 minutes)
  - An introductory round o ('getting to know your assets') (10 minutes)
  - 1<sup>st</sup> round (80 minutes): the situation after 5 years
  - 2<sup>nd</sup> and 3<sup>rd</sup> round (60 minutes): the situation after 10 and 15 years
- Evaluation (15 minutes)

# Learning through the SAM Game

- Is competitive
- Is challenging
- Generates fun
- Generates a positive dynamic
- Enables exchange of knowledge and experience
- Is hands-on, free-riding is not possible
- Generates a shared experience, to which participants can refer to
- Generates a lot of interest, within the company and at clients side

# Let's take a look at your Asset portfolio

- Zero-measurement
  - Functional analysis
  - Prescriptions for inspection and maintenance

# Selection of SAM modules

- What benefits can you think of for the different modules?



# Further steps in the game

- Define action plan (inspection, maintenance) in time
- Formulate additional actions for:
  - Preventive maintenance
  - Recruitment of necessary competences
  - Risk provision
- Events, risks and failures occur, generating consequences for the participating teams
- Assets degrade, and additional SAM modules can be acquired

# Are you ready to learn playful about Asset Management?

