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Paul Thies: By leveraging data-driven solutions such as IoT sensors and data acquisition, integration, and analytics, asset managers are discovering a host of cost efficiency and asset lifecycle benefits. Recently Airservices Australia, Australia's

The presentations were really well-received by the audience, the participants in the conference. A particular highlight for me, Paul, pertained to discussions that we had around adoption of a data-driven approach and how that is enabling organizations, in particular asset-intensive organizations, to deliver some sustainable outcomes.

Now this, of course, resonated with me, because it aligns with the accelerators that Jacobs has set up around digital and data and climate response. For us, it was heartening to see perhaps that, in some ways, because of the work that we've done as part of the accelerators, we are perhaps ahead of the curve, and that we can make a real difference by pulling on these levers and getting the right outcomes for our clients.

Paul: Graceson

value chain of intelligent asset management, on one end of that value chain is a focus on deployment of data acquisition technologies.

For instance, in the case of Airservices, we looked at deploying IoT sensors on their assets to gather data from their assets in real-time. There can be other approaches to acquiring data, which could be spatial data or non-spatial data. That's the first part of that value chain or equation. Then down the track, it's about integrating those

travel to remote sites, and therefore, the accompanying reduction in carbon footprint. That is a broad overview of some of the benefits that IM can deliver, Paul.

Paul: It's a key feature of intelligent asset management. The data that it captures

Graceson: Yes, look, that's a really good question because we ourselves grappled with this because the art of the possible is very, very high. Where do you start? My recommendation would be to do-- the use of pilots are very powerful. Start small and identify a particular area within your business where you think you can demonstrate value and to be able to pull that together in a smaller scale and to be able to pull the data from that and to be able to effectively have a play with it, and you can draw insights by doing it in a smaller scale in the first instance.

That helps you understand the technology better, understand the connection points into your business, and the insights that are important to your business because every business is different, and you may have high-level objectives that may look the same, but internally, the connection points are quite different. Starting small and having an open mind as to what the art of the possible is what I'd say a good way to try and get your feet wet, if you like.

Paul: Excellent. Then, Abhishek, the same question for you. What do you see are the keys to encouraging organizations to invest more in IAM and get it deployed across their operations?

Abhishek: With most organizations these days, there's often a larger transformation agenda or a change agenda, as was the case with Airservices. I think as we are conceiving or putting in place the concept of intelligent asset management within the organization, it's important for us to link it with the broader change agenda and make sure that there's complete alignment.

I think another aspect just in connection with that I'd like to mention is, often, digital is an afterthought, which is not beneficial. Therefore, organizations should take that digital by-design approach of bringing this into the initial stages of discussions and putting together a broader change program. Then in particular for intelligent asset management, start building a vision of what those steps might look like. I spoke of foundational optimizational and transformation capabilities as an approach that we'd considered for Airservices, but there might be other ways to do that as well.

Then accompanying the vision is sort of a narrative, and the narrative is really important to obtain the buy-in of all key stakeholders. Something like IM cuts across boundaries within the organization, and just one part, one functional area of the organization cannot implement that on its own. They need to get buy-in from stakeholders, and I think that vision and that narrative is key to being able to build that engagement with those stakeholders.

As we talk of stakeholders, I think most organizations would agree that their people, their workforce is probably one of their main stakeholders. In fact, people are often quoted as being the most important asset that organizations have. It's also important to leverage off that initial vision to build engagement strategy with the workforce and help them understand how their skills would evolve over time as intelligent asset management spreads across a greater part of their asset base, and then there's a need for them to shift their operating model.

That serves the purpose of coming together with common understanding of how

technology change. We want to bring in elements of technology that help deliver sustainable outcomes, so changes and improvements that would stick in the long run. That would be my suggestion, Paul, which is connect the dots, take a holistic approach, think at a systems level, understand how all the moving parts come together, and then develop a bit of a vision and narrative around that.

Paul: Well, it's excellent advice. Don't just focus in on the new technology, the new shiny toy, but really focus on what are the outcomes, the sustainable outcomes you're trying to achieve, and then deploy the technology in a way that's going to help you meet your strategic goals. Well, Graceson and Abhishek, I want to thank you both so much for joining me today to talk about intelligent asset management. I really appreciate your time.

Abhishek: Thank you, Paul, so much for the opportunity.