

# Unlocking hidden production capacity in asset-intensive operations

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From fragmented operations to  
performance-driven asset management

# Unlocking hidden production capacity in asset-intensive operations

How asset reliability and overall equipment effectiveness (OEE) help manufacturers unlock capacity and reduce downtime

## Operational resilience starts with reliability

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Manufacturers face growing pressure to increase output, reduce cost, improve quality, strengthen resilience, and advance sustainability ambitions, often while working with aging assets, constrained labor, and limited room for disruption. Yet hidden losses, unplanned downtime, and disconnected ways of working still prevent many organizations from capturing the full value of existing assets. For many manufacturers, that means **uncovering 5–10% hidden production capacity** from existing operations, without relying first on new capital investment. This point of view explores how a connected approach to asset management, maintenance, and OEE improvement can help manufacturers unlock capacity, improve reliability, and build a stronger fact base for operational decisions.

# Why connected asset management and OEE matter

Many manufacturers already have data, systems, and improvement ambitions in place. The challenge is turning them into consistent operational results. When asset data, maintenance decisions, and frontline routines remain disconnected, organizations struggle to sus-

tain performance, prevent failures, and scale improvement across sites. In many cases, significant production capacity already exists within current operations, but hidden losses, unplanned downtime, and inconsistent execution prevent organizations from captur-

ing it. A combined approach helps close that gap by linking system enablement with operational behavior and measurable business outcomes, often without requiring major new capital investment.

## Where value is created

Together, these capabilities connect asset data, maintenance processes, and frontline execution to deliver measurable improvements in performance, cost, and operational stability. The business value that comes as a result of this combined approach includes:

**IBM Maximo**, a leading platform for asset management, maintenance, and performance visibility

**Capgemini OEE capabilities**, focused on improving efficiency, stability, and production performance



### 01 Increased equipment reliability and OEE

By combining daily operator ownership with structured maintenance execution, we help reduce downtime, prevent failures, and maximize asset utilization.



### 02 Data-driven control and decision power

IBM Maximo increases transparency across maintenance activities and asset performance, enabling smarter prioritization, faster responses, and fewer operational surprises.



### 03 Embedded performance culture

We help build a sustainable improvement culture where frontline teams take ownership, act proactively, and continuously prevent issues as part of daily operations.



### 04 Scalability and compliance

We establish a standardized and scalable platform that supports growth, consistent processes, and regulatory compliance, and is ready for future expansion.

# Why this matters in practice

When applied in real operations, the combined approach translates into measurable improvements in day-to-day performance. Organizations typically see:

- Improve asset utilization and production stability
- Reduce downtime and associated operating costs
- Unlock more output from existing assets and production capacity
- Enable more predictive and data-driven maintenance
- Strengthen operational discipline across teams

The result is stronger performance with tighter control over cost, risk, and operational complexity, while unlocking more value from existing assets and production capacity without relying first on new CAPEX.

## What outcomes organizations can expect

Organizations that successfully connect asset management, maintenance, and OEE can expect a combination of operational, financial, and behavioral outcomes:

### Operational performance improvements\*



- 5–10% increase in OEE
- 15–30% reduction in unplanned downtime
- 20–40% increase in mean time between failures (MTBF)
- Reduced cycle times, enabling higher output from existing assets
- Improved first-pass yield, helping reduce waste and rework costs

### Application savings\*\*



- Savings from retiring legacy applications replaced by Maximo
- Reduced complexity across the application landscape
- Improved alignment between systems and business needs

### Behavioral shift on the shop floor



- Increased engagement and ownership
- Behavioral changes across leadership and operator levels
- More initiated and completed improvement activities

\* Benchmarks depend on industry type and operational context.

\*\* Savings from application rationalization are typically estimated as part of the value assessment.

# A practical model for proving value

To translate improvement potential into measurable business results, our approach is structured across three practical stages:

## 01

### Value assessment and OEE baseline discovery

We begin by understanding the selected production line and establishing the OEE baseline for the PoV. This baseline helps quantify the improvement opportunity and provides a reference point for the rest of the project.

## 02

### IBM Maximo system implementation

Once the baseline is in place, we move into IBM Maximo implementation. This includes system configuration, training for key employees, and a pilot to validate the solution in practice.

## 03

### Operational capability build

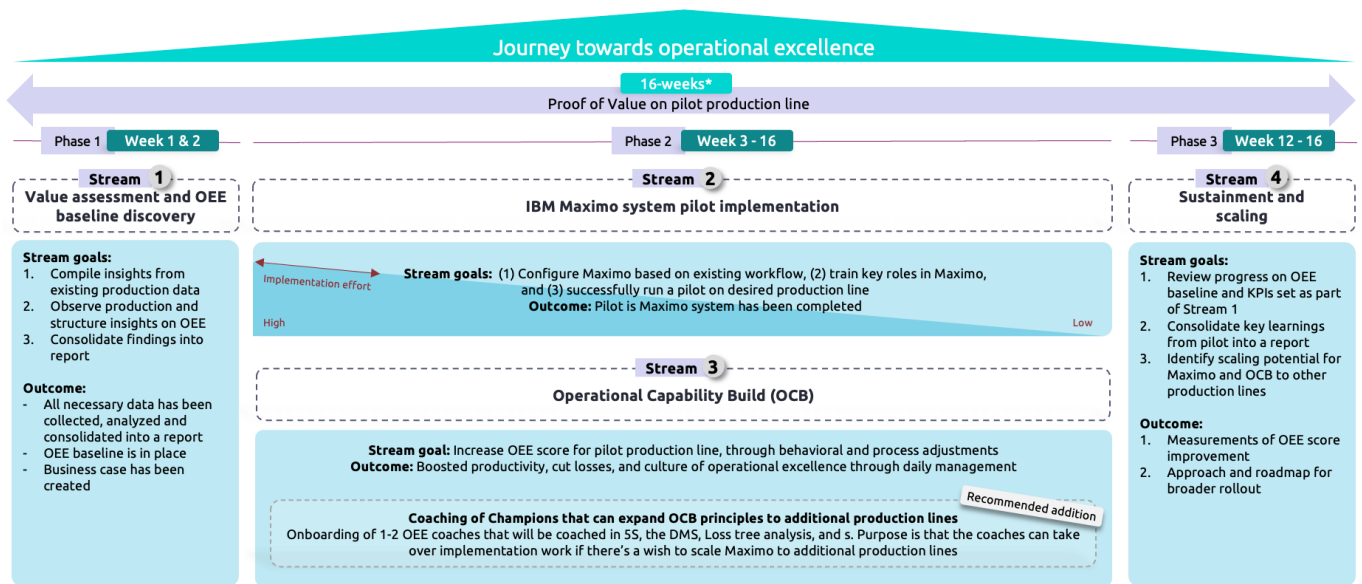
This is more than an IT project. System implementation alone does not improve OEE. To deliver the right results, we also address shop floor behaviors, routines, and ways of working, both formal and informal. This building block focuses on equipping employees with the tools and capabilities needed to perform more effectively, within and beyond the Maximo system.

Together, these three building blocks provide a practical and value-focused foundation for measurable operational improvement.

# How the proof of value translates into action

Value is delivered through four focused streams, each designed to establish baseline performance, validate impact, and prepare for scale:

- Stream 1: Performance assessment and baseline discovery (1-2 weeks).** In just 1-2 weeks, we provide a data-driven view of current performance and improvement potential for one selected production line. This creates a solid fact base for decision-making and establishes a strong foundation for the next implementation streams.
- Stream 2: Maximo pilot implementation.** We configure Maximo based on existing workflows, train key roles, and run a pilot on the selected production line to validate value and demonstrate impact.
- Stream 3: Operational capability build and performance improvement.** We increase OEE on the pilot production line through targeted behavioral and process adjustments, supported by daily management practices and operational capability build principles.
- Stream 4: Sustainment and scaling.** We review progress against the OEE baseline and KPIs set in Stream 1, consolidate key learnings from the pilot, and identify scaling potential for Maximo and operational capability build across additional production lines.

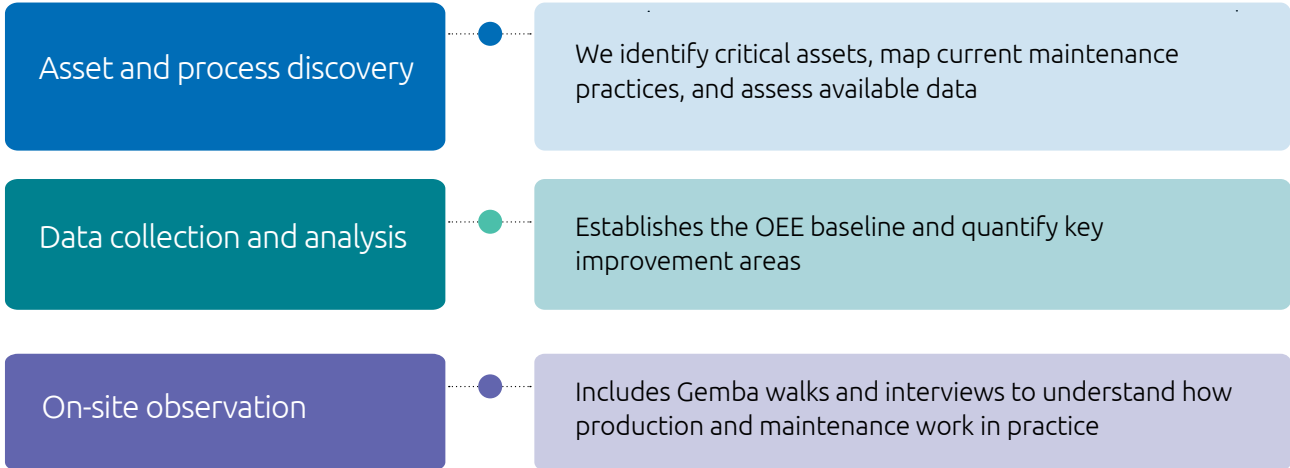


\*Streams 2 and 3 will be running in parallel, with some overlap with Stream 4.

In just 1–2 weeks, we deliver a data-driven view of OEE and capacity improvement potential for one selected production line. This gives management a fact base to understand the opportunity and decide whether to move forward with the next streams.

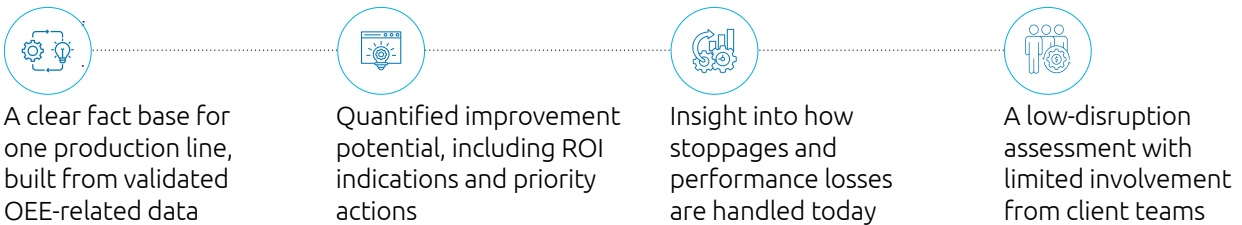
# What we do in Stream 1

The first stream focuses on establishing a clear and fact-based understanding of current performance, asset reliability, and improvement potential:



# What the client receives

At the end of Stream 1, clients receive a structured and validated view of performance and improvement potential, including:



The assessment is designed to require limited client involvement while delivering a fact-based foundation for next-step decisions.

# What this means in practice

Asset management and maintenance excellence with Maximo



Performance improvement through OEE and operational practices

We support clients across industries by combining:

Integration of systems, data, and ways of working



Scalable solutions across sites and production environments

Our experience enables us to deliver practical, results-driven improvements that can be embedded in day-to-day operations.

# Turning insight into business impact

For manufacturers operating in asset-intensive environments, there often isn't a need to add more assets, but to extract more value from the ones already in place. Doing so requires a clearer understanding of where performance losses occur, how maintenance and operations interact, and which improvements can create measurable impact. A connected approach to

reliability, maintenance, and OEE provides that perspective. By linking operational insight with a structured fact base, organizations can move from fragmented improvement efforts toward more scalable and sustainable performance gains. The result is not only stronger operational resilience, but also a better foundation for future investment, transformation, and growth.

## Continue the conversation

Contact our team at Capgemini Invent Denmark to explore the opportunity further.

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