



# Using the Capability Delivery Model with an Intangible Asset

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**Structured  
Change** 

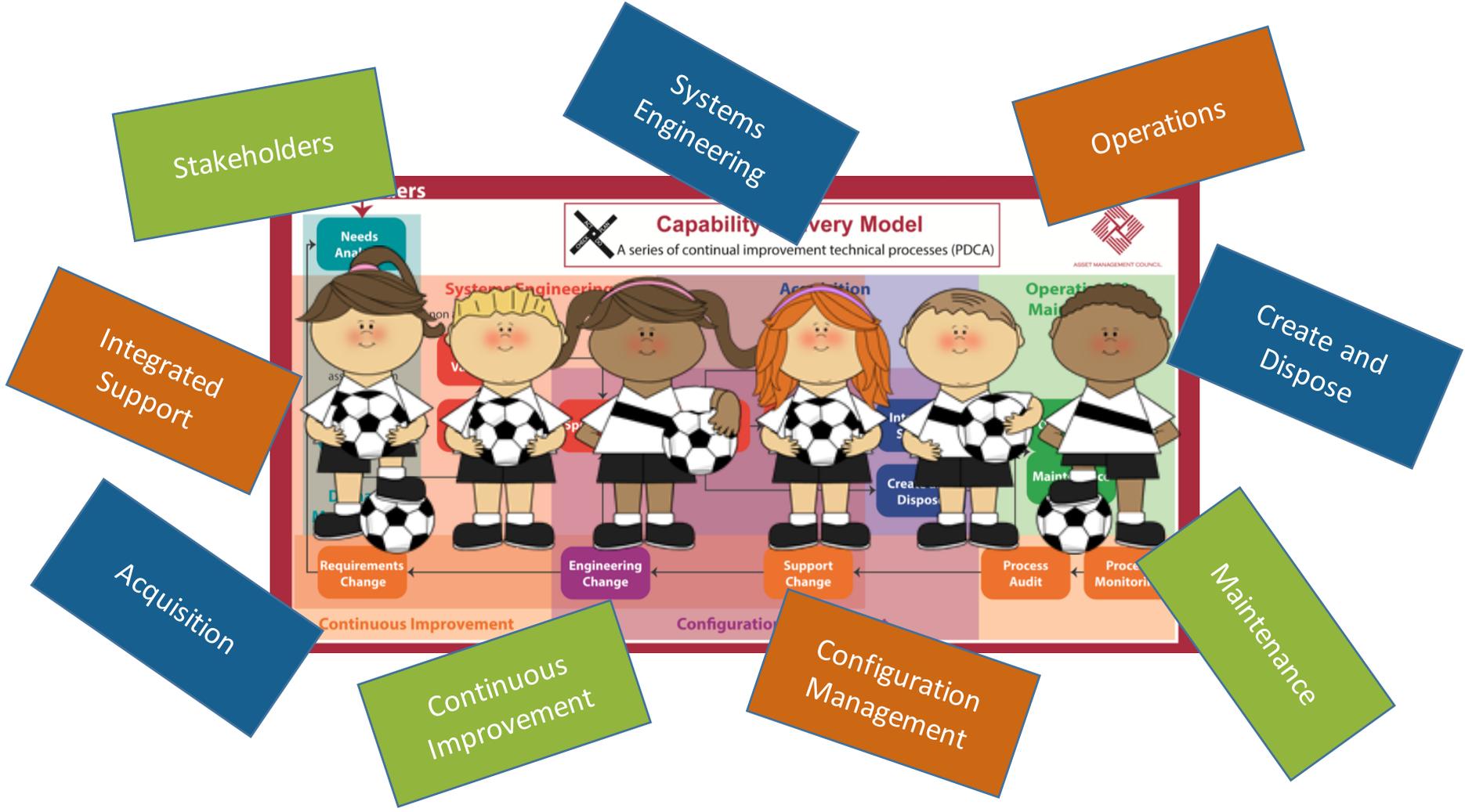


## The Intangible Asset...

ISO55000 defines an Asset as "an item, thing or entity that has the potential or actual value to an organisation". It also defines Asset Management as the coordinated activity of an organisation to realise value from assets.



Our subject for this paper is the humble soccer ("Football") team. Why is it an asset? How can it be viewed against the Capability Delivery Model? What are the coordinated activities of a football team that could constitute them being related to Asset Management?





## Stakeholders

This is our starting point. The team **Owner(s)**, the **Club**, the **Coach**, the **Trainers**, the **Players**, the **Sponsors**, the **Friends** and **Family** of the players, the **Kids** that look up to players and let's throw in the **Merchandise**, the **Advertising** and the **Brand**.

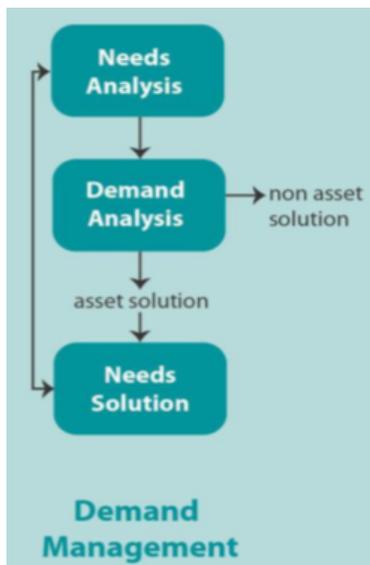


The stakeholders of the team are seeking **VALUE** of some description. Whether it's a win, the place on the ladder, exposure, pride, belonging, community or simply the association with the jersey colours, **VALUE** is whatever a stakeholder wants it to be!



## Demand Management

Lets start with the **Number of Games** in the draw for the season. Where will the games will be played? The **Press Conferences**, **Community Duties** and **Marketing Events**.



**Needs Analysis** - Can the team do what is asked of them? (**Capability**)

**Demand Analysis** - Does the team have the resources and time to do what is required to meet the needs? (**Capacity**)

**Needs Solution** - This is how we think we can achieve the needs of our stakeholders. (**Idea**)

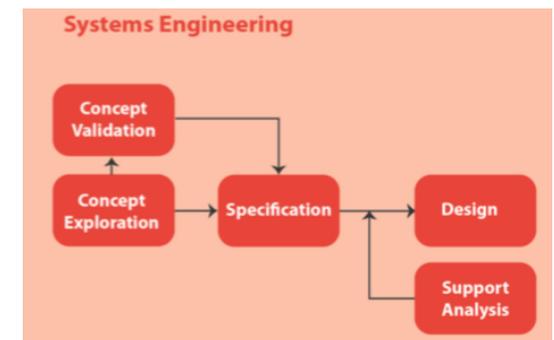


## Systems Engineering

If we take a concept (initial design / pre engineering) and associate that with our football team we would be exploring what shape our team will need to be in order to be competitive throughout the season.

The foundation of the team remains from the previous season so there is an element of **Sustainability** required in our **Requirements** to ensure that we continue this season and future seasons.

- Consider **Strengths** and **Weaknesses**
- Do some **Requirements** suggest the need of new players?
- Are new game plans required?
- Is it out with the old and in with the new (**Evolution** vs **Revolution**).
- In terms of **Compliance** there may be rules surrounding the age, fitness and overall count of team members.

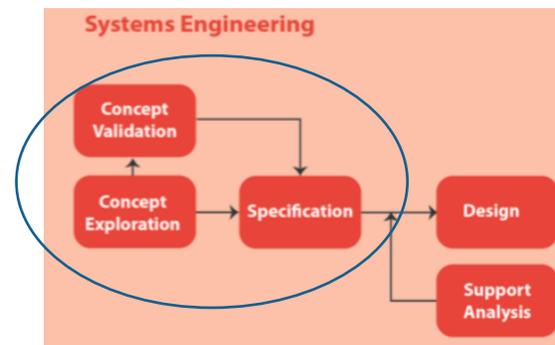




**Concept Exploration** - A football team and an associated support network is required to realize the idea. Obvious but the question should be asked. (**Concept**)

**Concept Validation** - What is the best shape in order to deliver the concept? Is it **Feasible**? Is it **Cost** realistic? (**Feasibility**)

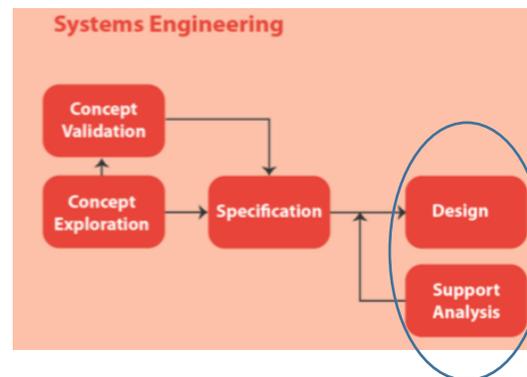
**Specification** - There must be a structure and deliverables throughout the season. Are there **Requirements** and **Compliance** attributes that must be met? (**What**)





**Design** - This is how the football team will meet its **Requirements**. This is the structure and associated activities that when combined should meet the required performance of the team.  
**(How)**

**Support Analysis** -We have a design that we believe will meet the **Requirements** and deliver **Value** to stakeholders. The beckoning question now is can we support what we put in place moving forward? **(Sustainability)**





## Configuration Management

A player is a mobile piece of kit within a dynamic system that also has emotion. How they interact within their team (**System**) in order to satisfy requirements (**Motive**) is their choice.

When we consider the emotional and physical side of the team we are now highlighting the need for **Leadership**, **Alignment** and **Assurance** in order to deliver **Value**. (*ISO55000 Principles*)

- First grade players > Reserve grade > Rookies.
- There is a support team from Coach > Doctor > Team Physio.
- From dietary needs to size of jerseys to sponsor colours.
- Visas for international recruits, travel details and medical records
- Accommodation requests to calendar needs and logistics.

The **Configuration** of a Team is complex!

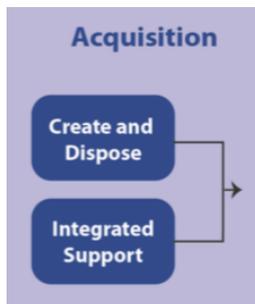




## Acquisition

The investment and funding model used to buy a player contract is no different from another piece of kit. Terms and conditions, funding, warranty and performance.

**Create** - Do we train up a rookie? Do we buy in a player? Could we move the entire reserve team up? (**Make vs Buy**)



**Dispose** - When a player is at the end of their contract what options are available to dispose? Could we swap old for new? Could the old move into coaching or even mentoring? (**Termination / Disposal**)

**Integrated Support** - In order to support our team, do we have the correct people, processes, technology, plant, IT, HR and training in place? Do each of the support elements fit with one another? (e.g. if the equipment is state of the art training equipment do the relevant people know how it works? (**Integration**))



**Operations** - It is knowing **Who** is playing who, **Where** are they playing and **When**. This would be considered normal operating conditions.

Getting to the game, playing the game and returning from the game. If the team is to play in an exhibition match at very short notice then this could be considered “emergency conditions”?. (i.e. the asset is used outside its designed operating band).

**Maintenance** - Just like a physical asset our football team will be subjected to **Preventative Maintenance** and **Corrective Maintenance**. Preventative Maintenance is centred around "in season" and "off season" training.

At times medical support may be required due to illness and injury of players. This would be considered **Corrective Maintenance**.



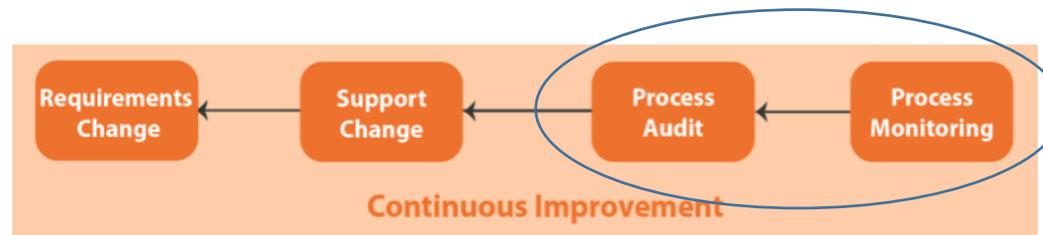


## Continuous Improvement

**Process Monitoring** - The assessment of how a team is performing against the game and training plans.

Goals scored, ground made, injuries sustained and player turnover. The metrics provide feedback to the coach and trainers in order for them to consider changing the operational and maintenance plans. The changing of the operational and/or maintenance plans is an operational focus. Any change considered beyond operations moves toward the realms of **Support**, **Engineering** or **Requirements** Change.

**Process Audit** - Are the team and supporting staff doing what they should be doing? Did the players achieve the minimum ground time during training? Did all the players attend the prescribed training sessions. Were the training sessions deemed effective?



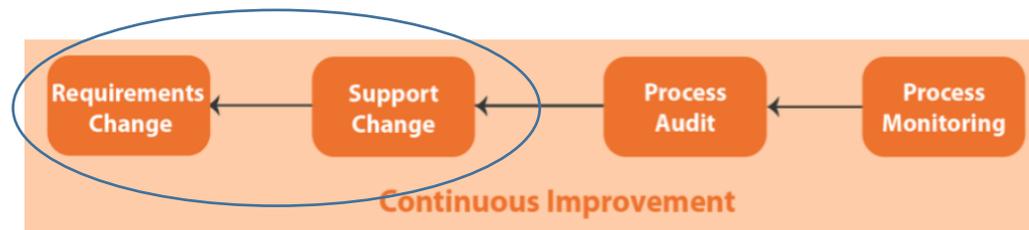


## Continuous Improvement

**Support Change** - In reviewing the metrics and effectiveness from our process audit are there any tasks that could be modified or eliminated? An example for our football team could be along the lines of how the medical staff are engaged. A Physio on standby may not be as effective as having a Physio permanently on staff?

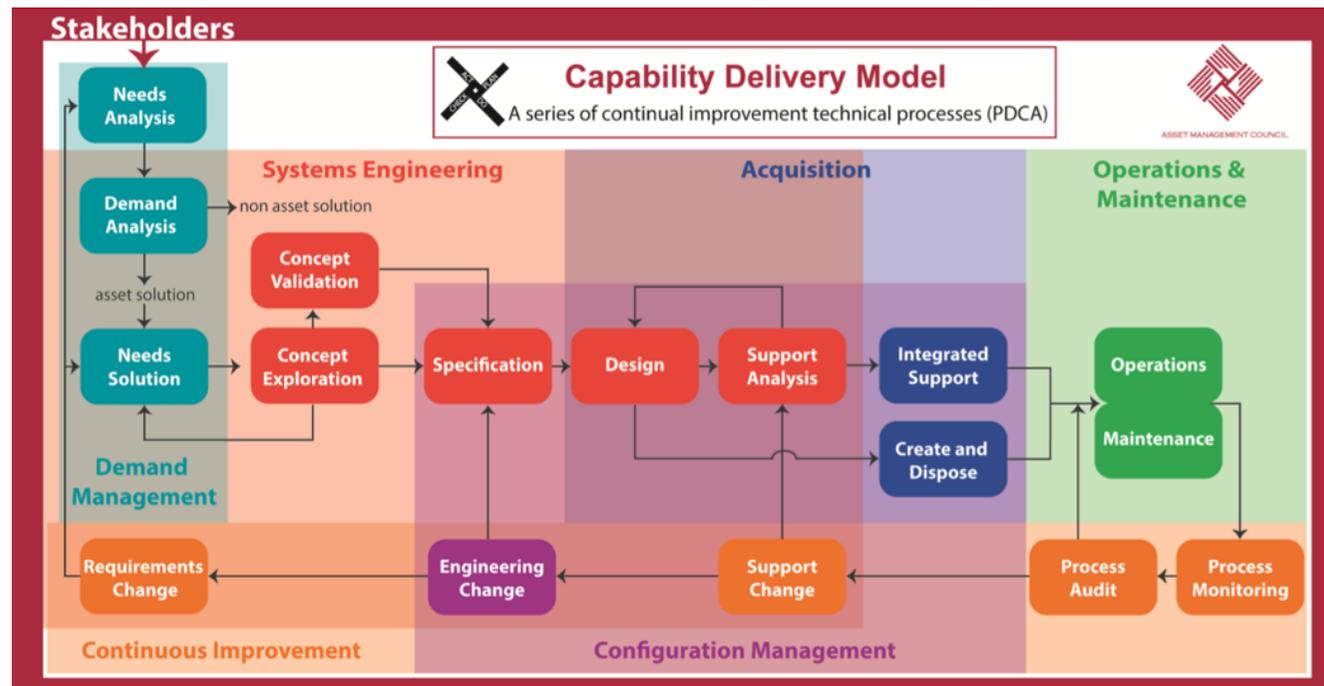
**Requirements Change** - With other change avenues exhausted (both Support and Engineering) it is likely to mean the incorporation of a new requirement to fulfil the stakeholder needs. It is unlikely that our Football Team would have too many requirement changes placed upon them but the following are a couple of examples:

- We need to play in another region or country.
- There is a compliance change impacting the players and/or fixtures.





# The Capability Delivery Model



An **Asset** is of **Value** to one or more **Stakeholders**. The **Capability Delivery Model** doesn't discriminate on what type of asset it is. It simply provides a framework of processes in which to sustain the perceived value over the designed life of an **Asset**...



# Thank You



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