

Subject Specific Guideline Outcomes and Impacts

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Leads

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Drafting Team

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SSG Journey

International collaboration process



NEW YORK

HONG KONG

TOKYO

SYDNEY

LONDON

PARIS

BERLIN

MOSCOW



SSG Objectives

OUTCOMES AND IMPACTS

- Explain how outcomes and impacts reframe asset management from outputs to broad stakeholder values
- Demonstrate how outcomes and impact thinking integrates across the asset management system
- Enable practitioners to apply outcomes-based approaches in their own organizations and across societal value chains

Menti Instructions

Go to
www.menti.com

Enter the code
7750 6279



<https://www.menti.com/alndcnpkeo9k>

Menti Question

Who do you think are the stakeholders that outcomes and impacts are relevant to / affect?

Why this webinar?

- Asset management is no longer just about assets and outputs,
- Stakeholders expect demonstrable outcomes and impacts,
- Regulators, communities, and boards are asking “So what?”, and
- This SSG reframes asset management around value, risk, and service at a societal level

Outcomes & Impacts

Purpose & Context

- Organizational Purpose and Context
- Stakeholder Management

Leadership & Governance

- Asset Management Leadership
- Asset Management Policy
- Asset Management System
- Asset Management Assurance and Audit
- Technical Standards and Legislation

Organization & People

- Organizational Arrangements
- Organizational Culture
- Competence Management
- Organizational Change Management

Strategy & Planning

- Demand Analysis
- Sustainable Development
- Asset Management Strategy and Objectives
- Planning
- Shutdown & Outage Strategy & Planning
- Contingency Planning & Resilience Analysis
- Resource Strategy and Management
- Supply Chain Management
- Life Cycle Value Realization
- Asset Costing and Valuation

Asset Management Decision-Making

- Decision-Making

Life Cycle Delivery

- Asset Creation and Acquisition
- Systems Engineering
- Integrated Reliability
- Asset Operations
- Maintenance Delivery
- Incident Management & Response
- Asset Repurposing & Disposal

Information Management

- Asset Management Data and Information Strategy
- Knowledge Management
- Asset Management Data and Information Standards
- Asset Management Data and Information Management
- Asset Management Data and Information Systems
- Configuration Management

Risk

- Risk Management

Review & Continual Improvement

- Monitoring
- Continuous Improvement
- Management of Change

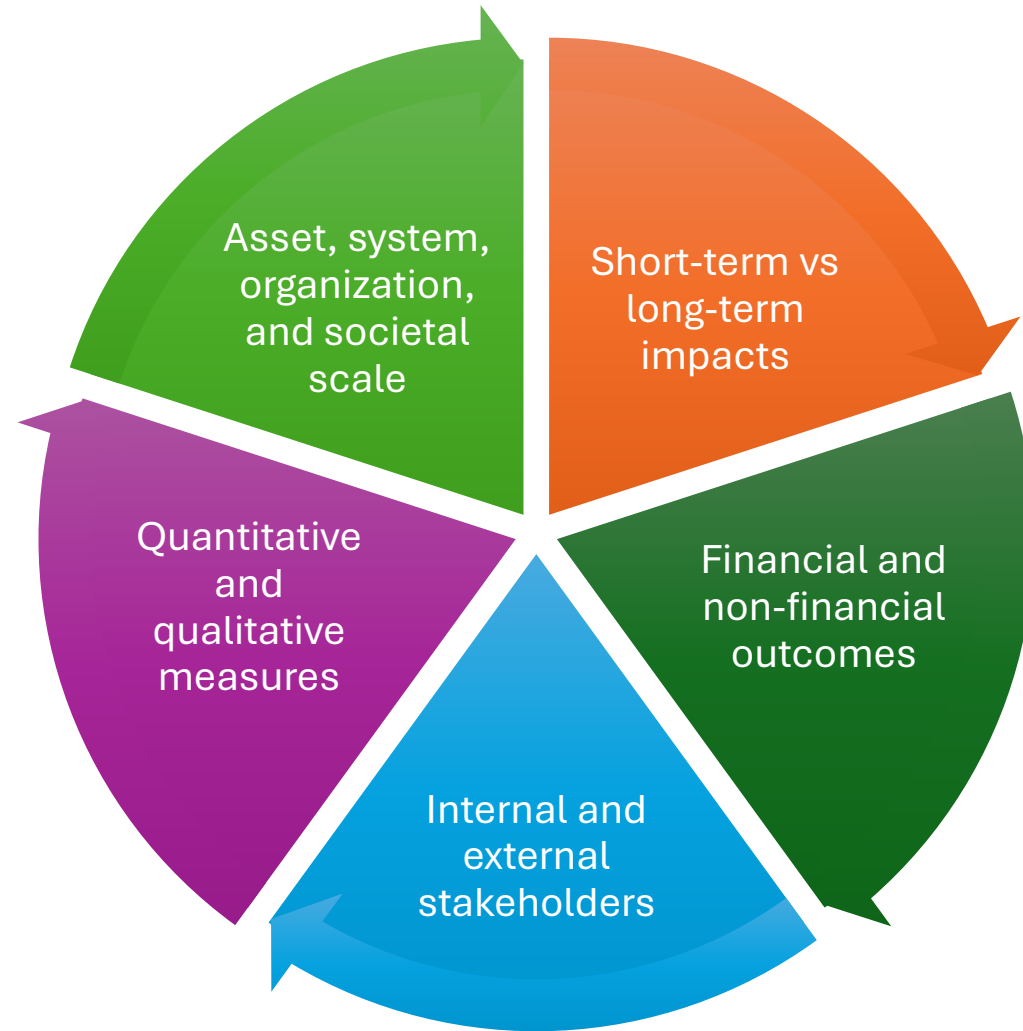
Value & Outcomes

- Outcomes and Impacts

Outcomes & Impacts: IAM – ITN Case Studies



Outcomes are Multi-Dimensional



Why Outcomes & Impacts Matter?

Negative outcomes create:

- Public anger
- Loss of trust
- Political and regulatory consequences

Positive outcomes:

- Build pride, trust, and long-term value
- Benefit current and future generations

Multi Capital Value Frameworks

Outcomes increasingly align with:

Financial

Manufactured

Intellectual

Human

Social & Relationship

Natural Supports ESG, sustainability, and integrated reporting

ISO 55002 Perspective

ISO emphasizes:

- Sustainable outcomes
- Stakeholder requirements
- Alignment of financial and non-financial information
- Leadership accountability
- Continual improvement through outcomes tracking

INTERNATIONAL
STANDARD

ISO
55002

Second edition
2018-11

Asset management — Management systems — Guidelines for the application of ISO 55001

Gestion d'actifs — Systèmes de management — Lignes directrices relatives à l'application de l'ISO 55001

Leadership's Role

Effective leaders:

- Understand broad value and impact
- Focus on stakeholders
- Invest in competence and culture
- Communicate outcomes clearly
- Commit for the long-term



Menti Question

Which outcome area do you find most difficult to evidence and communicate in your organization?

Elevating Metrics Through Engagement

- Stakeholder engagement transforms asset metrics into outcomes
- Tools include:
 - Workshops
 - Design thinking
 - Feedback loops
- Outcomes must resonate emotionally and practically



Google Images

Public, Industry, & Regulatory Frameworks

Examples include:

- Water sector (OFWAT outcomes and incentives)
- Energy sector (OFGEM NARM metric)
- Highways benchmarking
- International public frameworks

Digital & Data Enable Outcomes



Shift from intuition to data-driven decisions



Data quality and governance are critical



Dashboards make outcomes visible and credible



Insights must link to stakeholder impact

Menti Question

To what extent does your current asset management system clearly link decisions and investments to measurable outcomes?

Trends Shaping Outcomes



ESG and circular economy



Contractually aligned services



Data governance and AI



Cyber resilience



Workforce resilience and succession planning

Feedback Loop Matters



Negative outcomes can drive positive long-term impact



Reporting itself influences perception



Conflicting stakeholder outcomes must be managed deliberately

Case Studies



By Sector:



Electric and
Gas



Government



Public Works



Railroad



Transportation



Water

By Geography:

- Australia
- Austria
- Middle East / Saudi Arabia
- UK
- USA

<https://theiam.org/knowledge/why-outcomes-matter/>

Case Study: Public anger directed at asset managers after negative outcomes

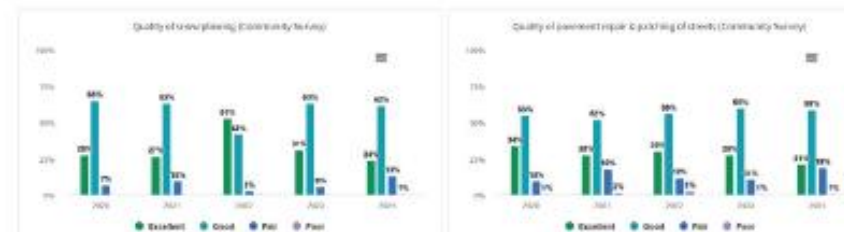
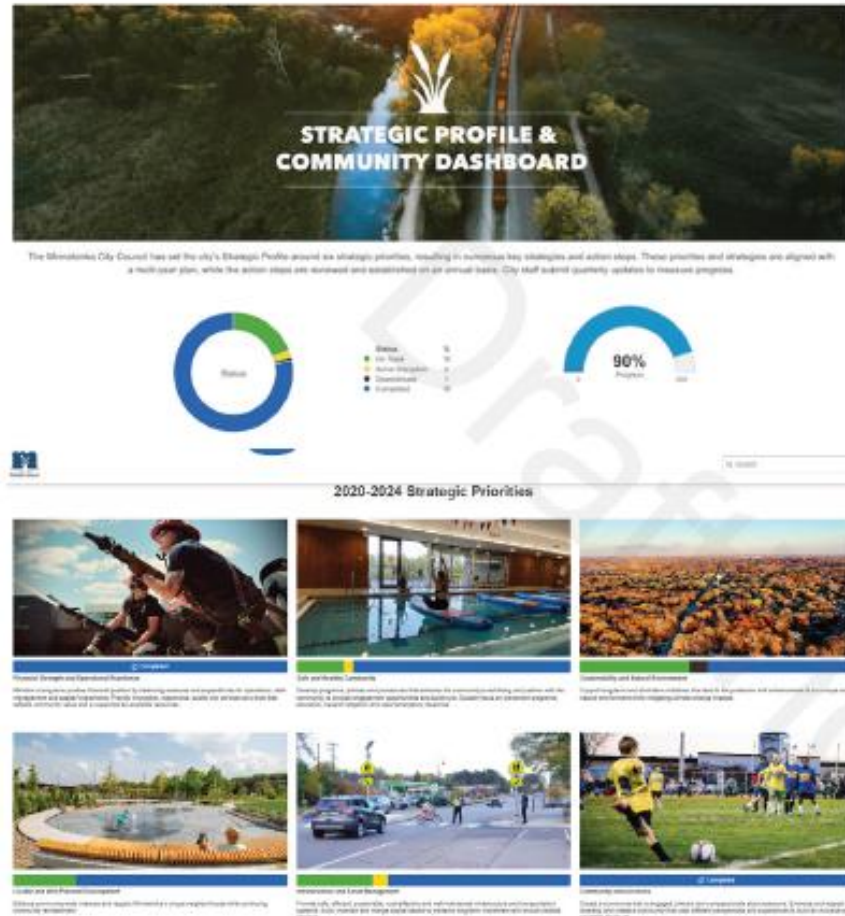
Public anger directed at UK Water Companies for failing both in their reporting responsibilities and in their environmental responsibilities.

- source Metro newspaper



Case Study: Public Facing Dashboard

City of Minnesota, MN

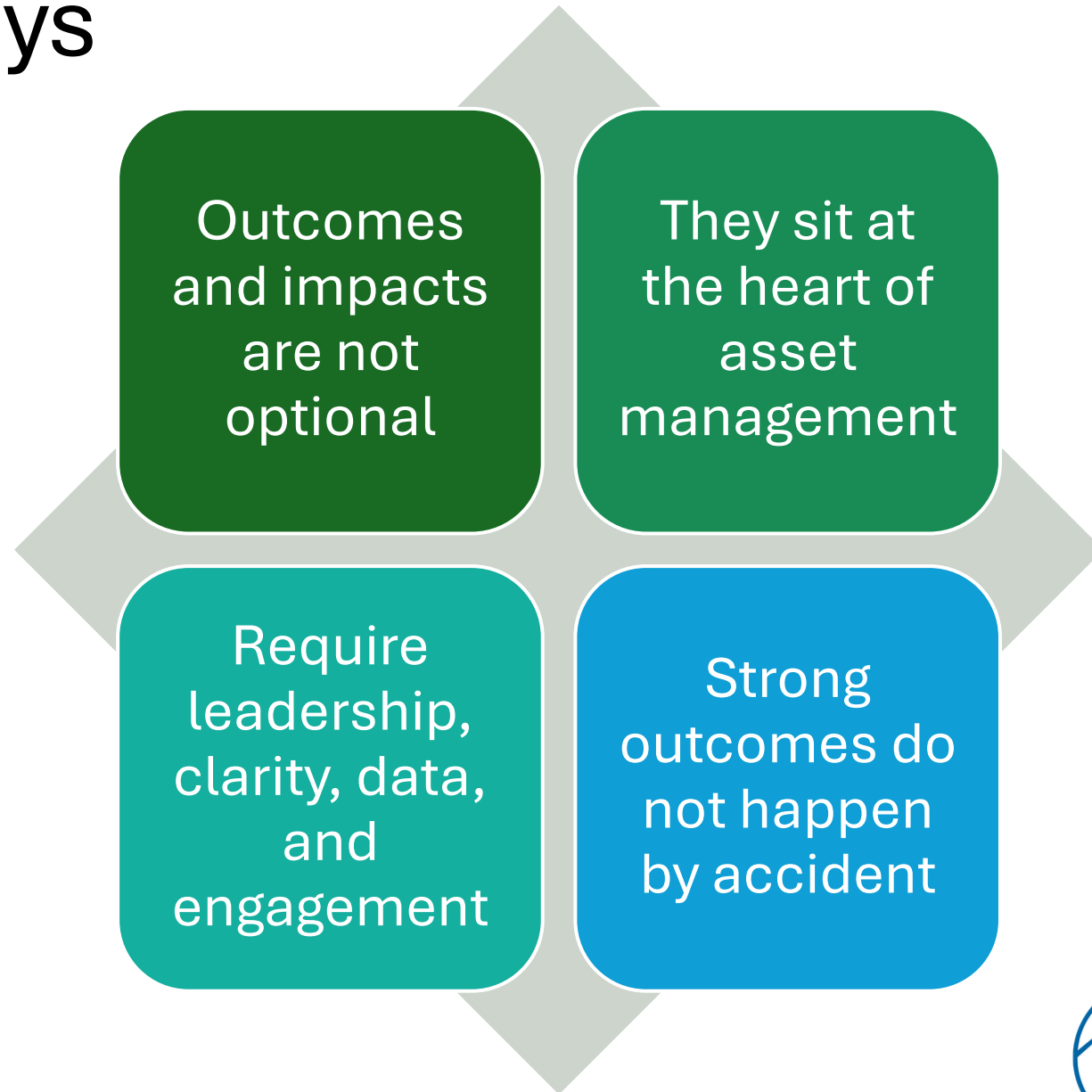


https://envisio.com/blog/8-local-government-public-dashboard-examples/#Example_1_City_of_Minnetonka_MN_8211_Strategic_Profile_Community_Dashboard

Menti Question

How confident are you that your data quality supports informed decisions that reflect the likely impact for stakeholders?

Key Takeaways



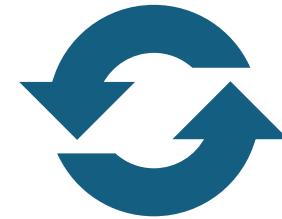
Making Outcomes Real ...



Begin with the end in
mind



Define what value
means, for whom,
and over what
timeframe



Then let outcomes
guide decisions
across the asset life
cycle

Get involved?



**VOLUNTEER WITH THE
INSTITUTE OF ASSET
MANAGEMENT**



<https://theiam.org/membership/volunteer-now/>



Q&A – Slido

Thank you



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