



Creating an Asset Management Community

Inspiring Collaboration

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Heathrow
Making every journey better

Welcome to Heathrow – A complex city



- 70 million passengers each year – 185,000 every day
- 476,000 flights per year – 86 airlines, 183 destinations
- 2 runways – operating at 99% capacity
- 76,000 people work at Heathrow
- 100,000 additional local jobs are supported by Heathrow
- 2000 retail outlets
- c£85m a month spent on construction works at Heathrow over the past 11 years

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We've transformed the airport in the last 10 years

Heathrow 2002



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Heathrow Today

Heathrow 2013



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Heathrow "Tomorrow" 2 Runway Heathrow Master Plan



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A New Approach

Heathrow's options for connecting the UK to growth



Option 1:
Third Runway
North West

Option 2:
Third Runway
South West

Option 3:
Third Runway
North

We have one of the world's most successful hub airports in Heathrow. The UK can choose to build on strength, and connect to economic growth more quickly and at lower cost than any other option, all while reducing Heathrow's overall noise footprint. Or start again from scratch.

We believe there's a compelling case for expanding our airport, so we've submitted our options for a three runway Heathrow to the Airports Commission. To find out more visit The Hub or www.heathrow.com/newapproach.

Look out for a printed summary of our options, or download it to your smartphone by using the QR code.



There is a big prize if we can stop leaking value through poor asset management.....



- Specifying assets we (or our customers) do not need
- Not specifying what does matter
- Not having easy access to the right information to make decisions
- Being too conservative about the risks we take
- Taking risk where we should not
- Not listening to people in the business who could help
- Making opex budget changes without understanding the implications
- Not linking maintenance contracts with new build contracts
- Incentivising the supply chain on the wrong things
- Not being clear who is doing what



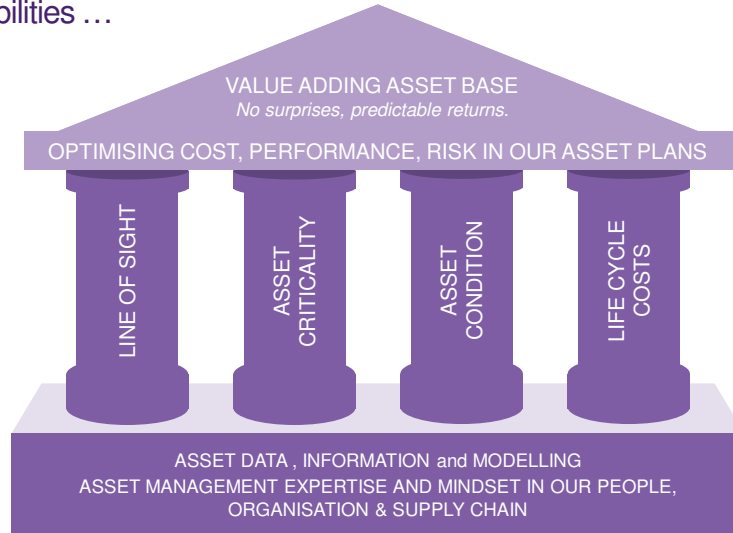
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What Prevents Organisations from being Effective at Asset Management (We talked to 7 Other Asset Management Companies about the issues they faced)

- Unsupportive behaviours and culture
- Missing consistent ways of working
- Lack of data availability and integrity
- Unclear roles and responsibilities
- Insufficient priority in the business
- Lack of capability in the wider asset management community
- Information technology
- Lack of technical knowledge to develop the asset management system and processes

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The programme is focusing on these asset management capabilities ...



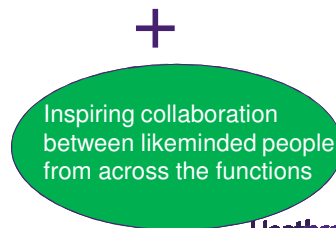
To convert the potential offered by the new capabilities we need to create a high performing asset management community....

We need to see.....



So we need to focus our leadership effort on....

Developing new capabilities
eg processes, better information,
clearer accountabilities....



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