November 2025

Using ISO Alignment Audits to Identify Deficiencies in the Asset Management Strategy and Inform the Improvement Roadmap

Optimizing asset reliability, availability & lifecycle value.

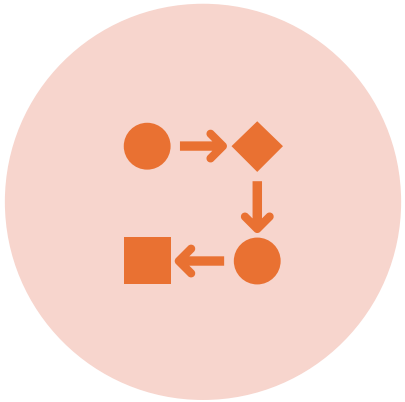
Cohesive

Achieving Harmony in Asset Management

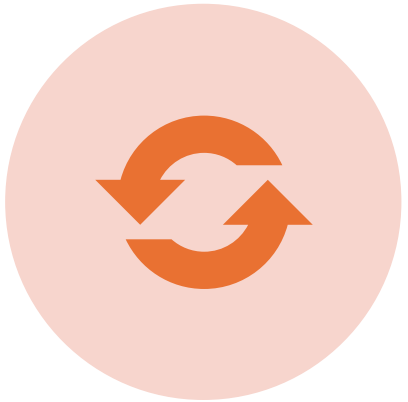
Leon Erasmus

Introduction

ISO ALIGNMENT AUDITS



CONNECTING THE GENRES



PDCA CYCLE + ASSET LIFE CYCLE

Cohesive

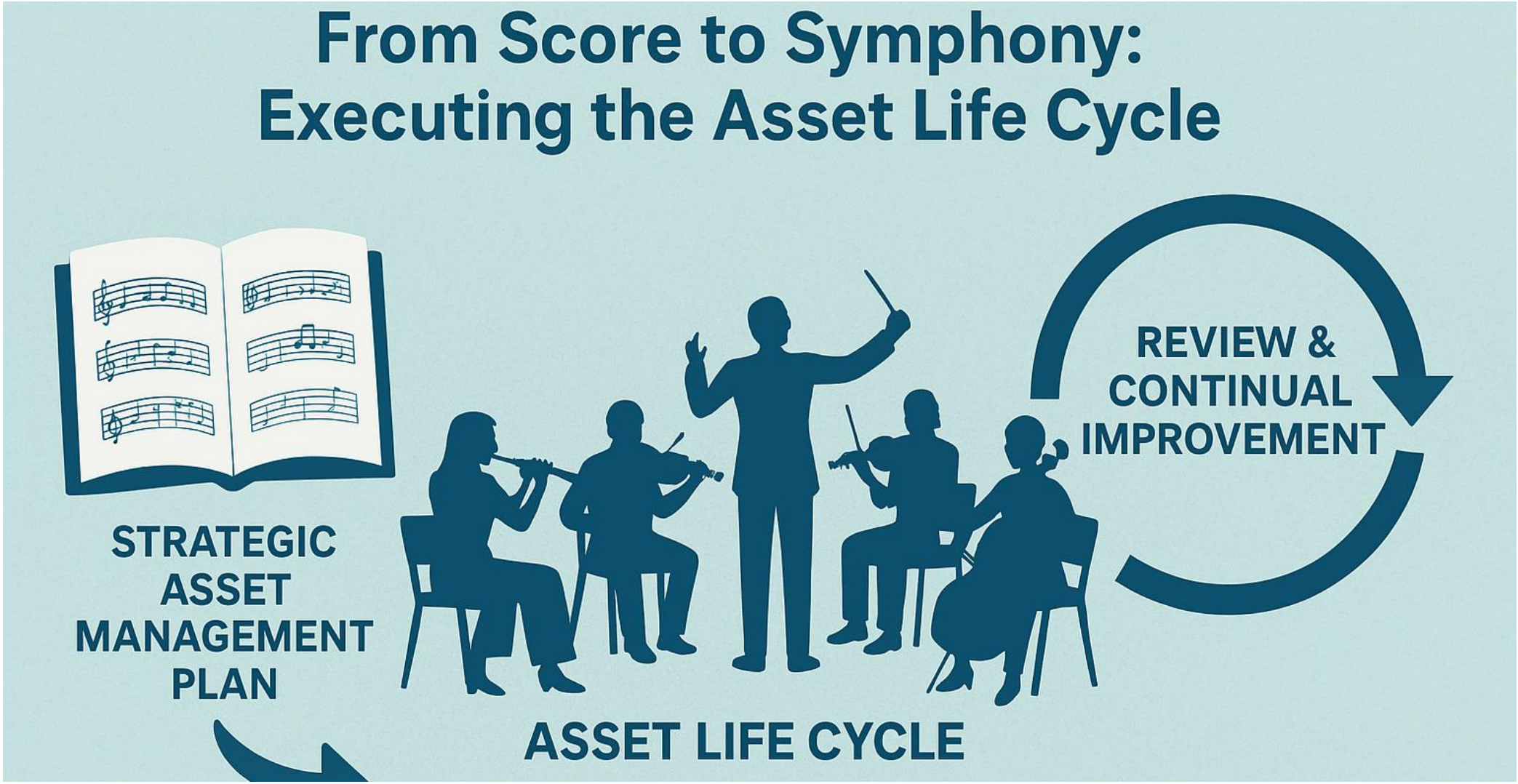
Music Genres

Every asset “plays” a different tune

Asset Management Systems must adapt their tempo, style, and structure accordingly.

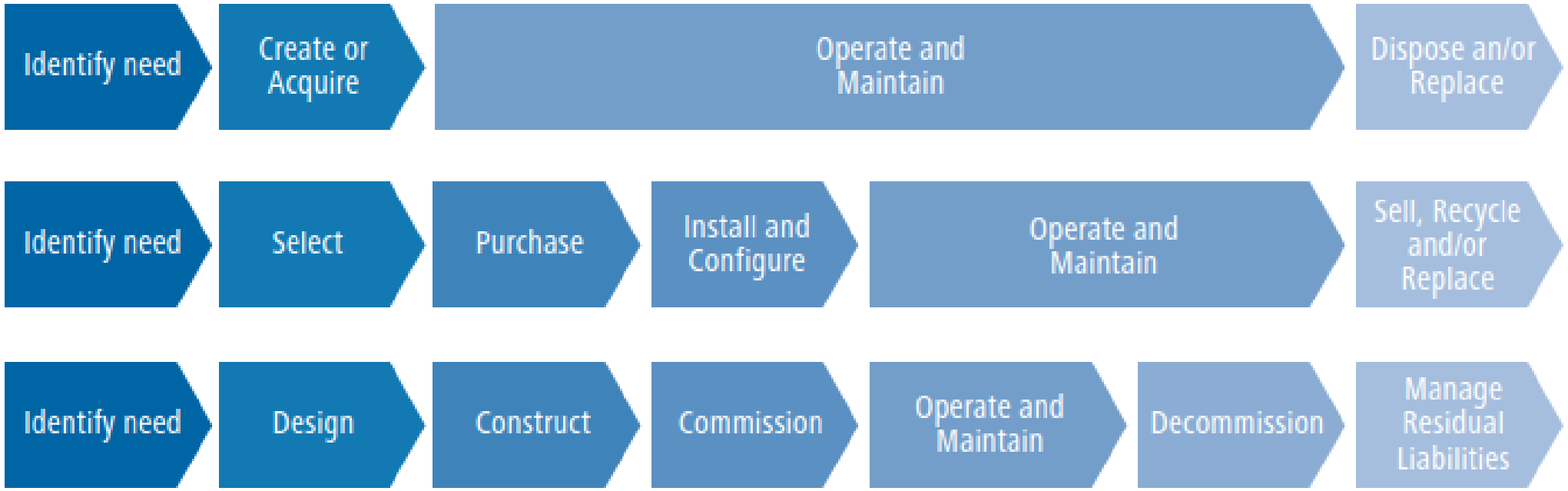
Cohesive

Purpose of the Presentation



Cohesive

Asset Management Life Cycle



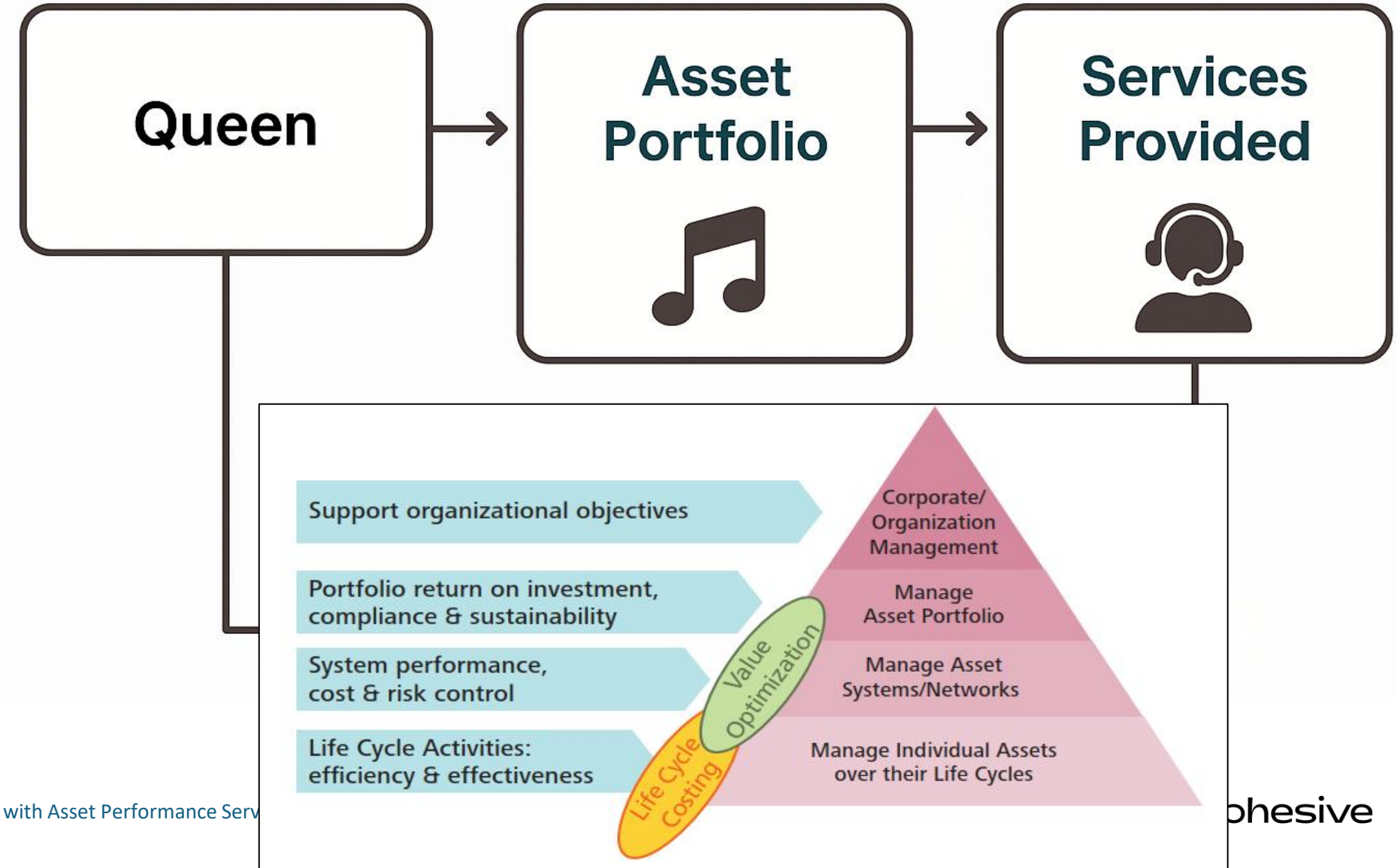
Cohesive

Musical Life Cycle

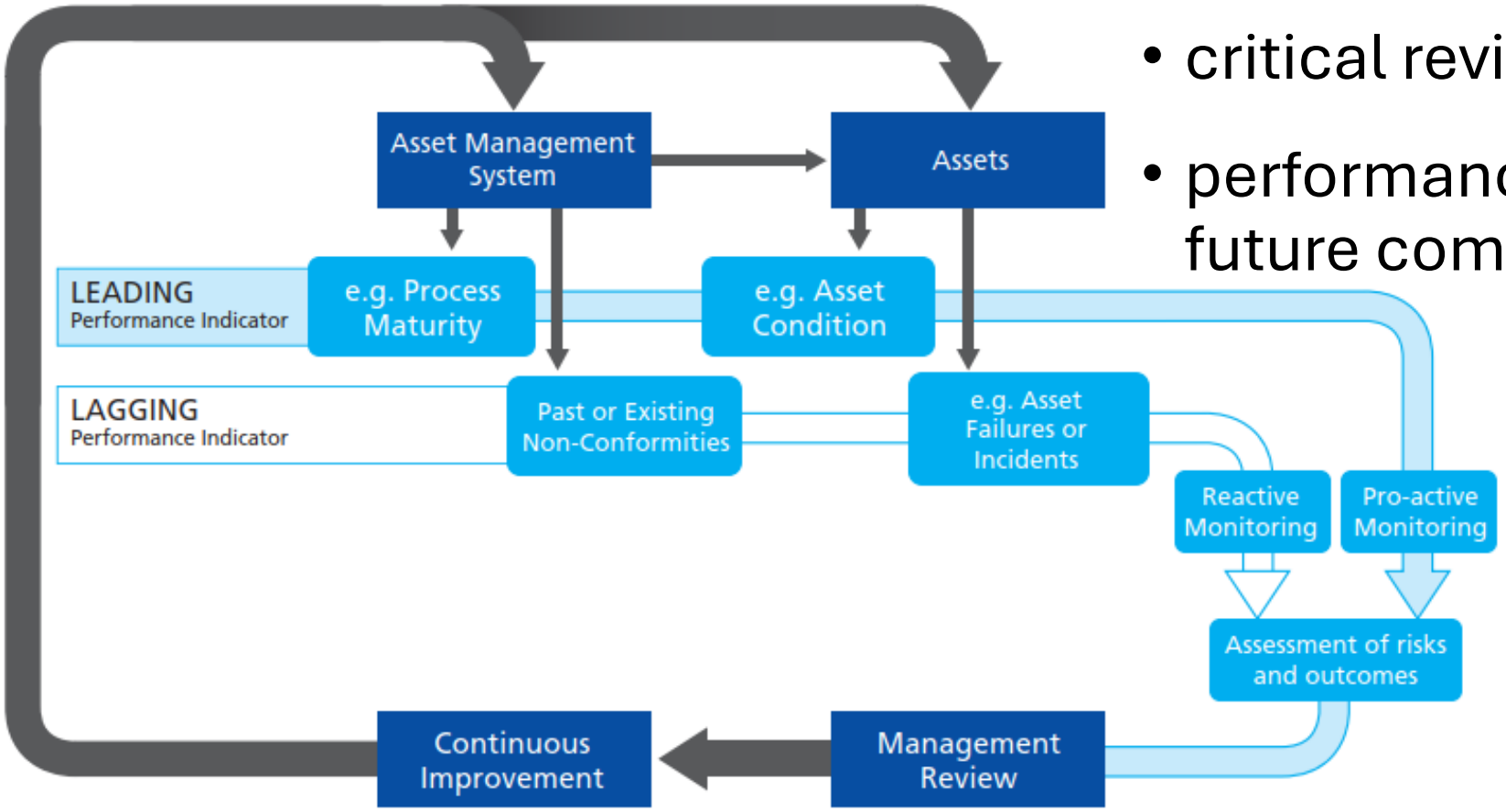
- **The Vision and Composition -** Late 1960s–1974 — Mercury conceptualizes fragments, develops structure, and defines intent.
- **Rehearsal and Construction -** 1974–1975 — Queen rehearses intensively, structuring harmonies and instrumentation.
- **Performance Delivery -** Recording sessions at Rockfield Studios — executing each part to deliver the integrated sound.
- **Remastering and Evolution -** After release, the song continues to evolve — remastered versions, new formats, film adaptations.

Cohesive

Analog of Asset Management System



Feedback & Continuous Improvement



- Audience reception,
- critical reviews, and
- performance analytics inform future compositions.

Cohesive

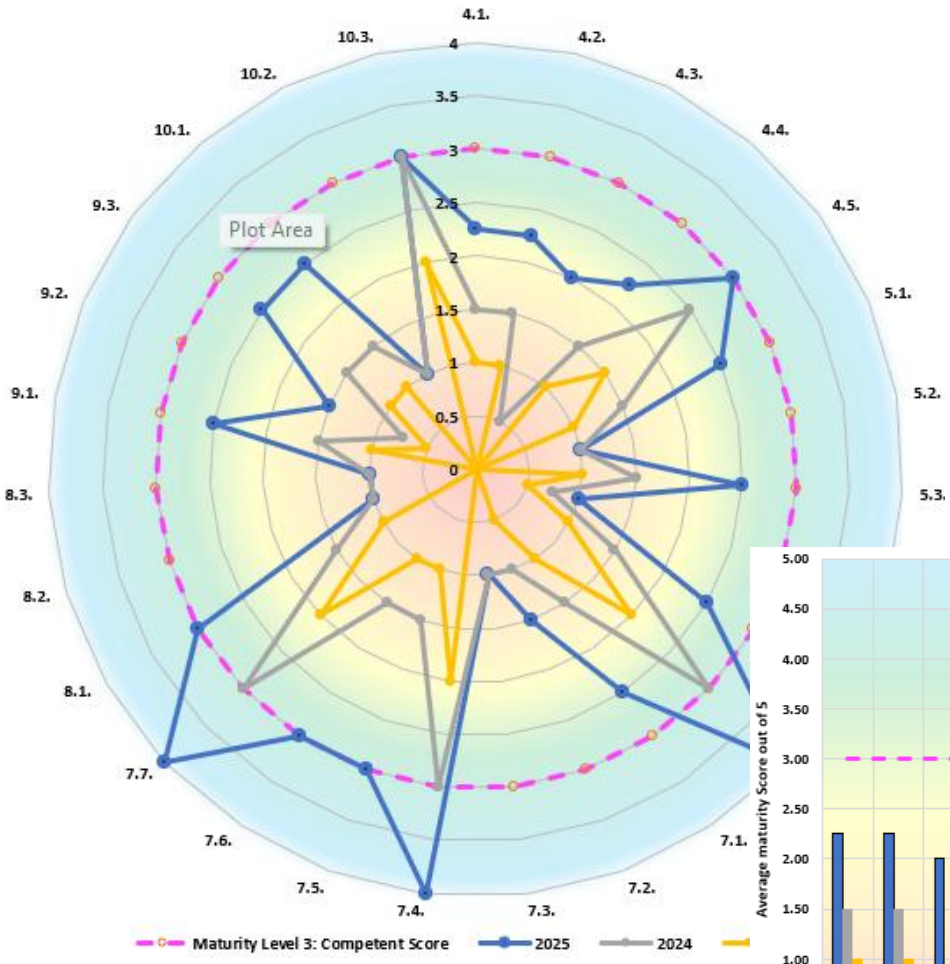
Assessment and Audits

- **Internal Audit (Clause 9.2)**
- **External Audit**
- **Self-Assessment / Maturity Review**
- **Management Review (Clause 9.3)**
- **Corrective & Preventive Actions (Clause 10)**

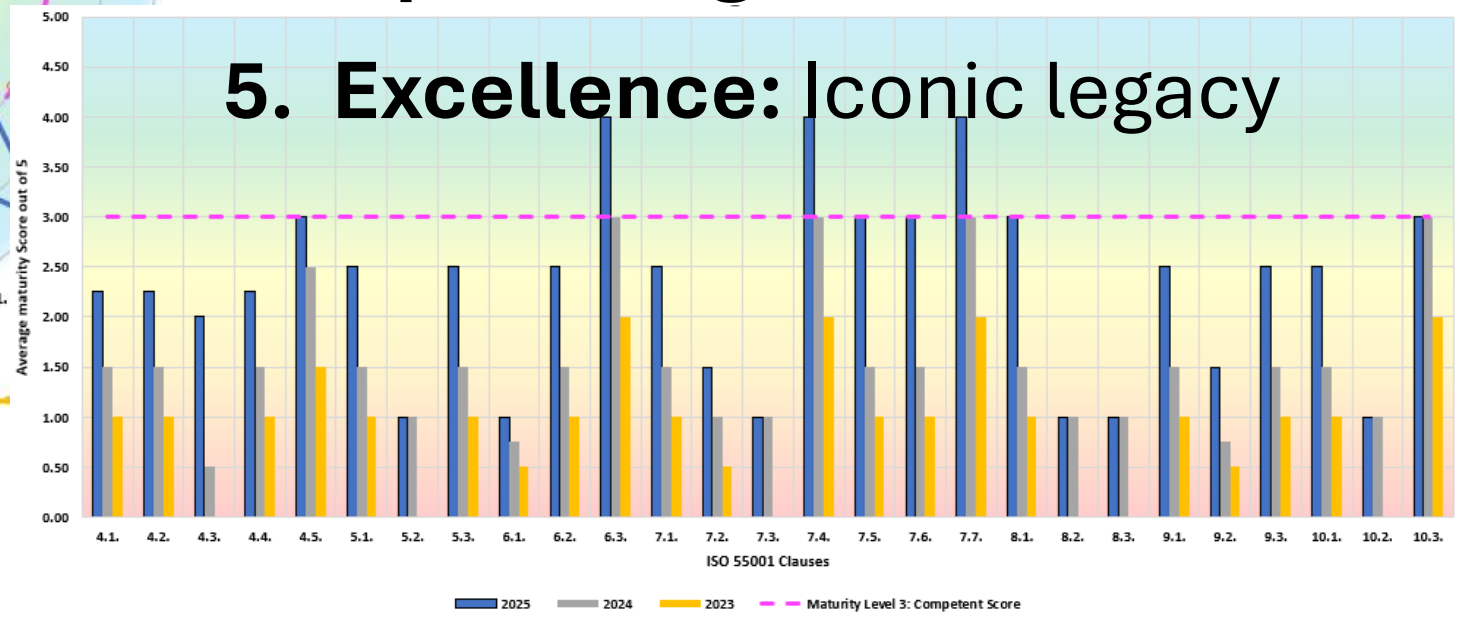
- 🎧 *Studio playback & producer review sessions*
- 🎤 *Record label or critic review before release*
- 🎹 *Band rehearsals and jam sessions*
- 🎼 *Full-band listening and final approval before launch*
- 🔧 *Adjusting tempo, rewriting lyrics, remixing after feedback*

- Reviewing whether the performance (AMS) meets the set requirements — checking timing, tone, harmonies, and adherence to the "score" (SAMP).
- Independent assurance that Queen's work meets industry standards (ISO 55001 conformance → professional production standards).
- Informal yet structured self-evaluations of readiness, creativity, and capability — testing new ideas before full production (IAM SAM+ or maturity model equivalent).
- Top management (the band) reviews audit findings and decides on improvement actions, resource allocation, and strategy adjustments.
- Implementing lessons learned to improve future performance and prevent recurrence of defects or misalignment.

The Role of Audits in Management Systems



1. **Ad hoc:** Garage rehearsals
2. **Developing:** Local gigs
3. **Competent:** Studio recordings
4. **Optimizing:** World tour
5. **Excellence:** Iconic legacy



Cohesive

The AMS Improvement Roadmap

- Each audit and assessment cycle informs the roadmap for maturing the AMS
- Queen's demo sessions informed their magnum opus.

Cohesive

Conceptual Framework: ISO 55001 & IAM Integration

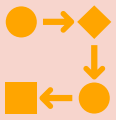
IAM conceptual model includes Strategy & Planning, Life Cycle Delivery, and Review & Continual Improvement.

ISO alignment audits support this loop by feeding insights from Review into Planning and Delivery.

Alignment across IAM's core concepts: Plan-Do-Check-Act (PDCA) and Asset Life Cycle stages.

Cohesive

The Continuous Improvement Cycle (PDCA)



Audits fulfill the Check phase; the Improvement Roadmap represents the Act phase feeding forward into Plan.

Alignment with the Asset Life Cycle

IAM’s Life Cycle Delivery covers Creation, Acquisition, Operation, Maintenance, Renewal, and Disposal.

Audit findings inform performance and value at each stage.

Improvement roadmap ensures insights drive sustainable change.

Cohesive

From Audit to Roadmap: Process Overview

1. Conduct ISO Audit (Check)

2. Management Review and Analysis (Review)

3. Update Strategy/SAMP (Act)

4. Update the Roadmap (Plan)

5. Implement & Measure (Do)

Establishing the Baseline & Audit Context

- **Define Current State**
- **Develop Strategic Asset Management Plan**
- **Conduct Baseline Assessment**
- **Establish Improvement Foundation**

Cohesive

Developing the Improvement Roadmap

Transforming Audit Findings

Audit findings and benchmarking insights are converted into structured improvement plans to guide progress effectively.

Management Review Decision Gateway

Management Review (Clause 9.3) acts as the decision gateway for integrating results into the Strategic Asset Management Plan (SAMP).

Comprehensive Improvement Roadmap

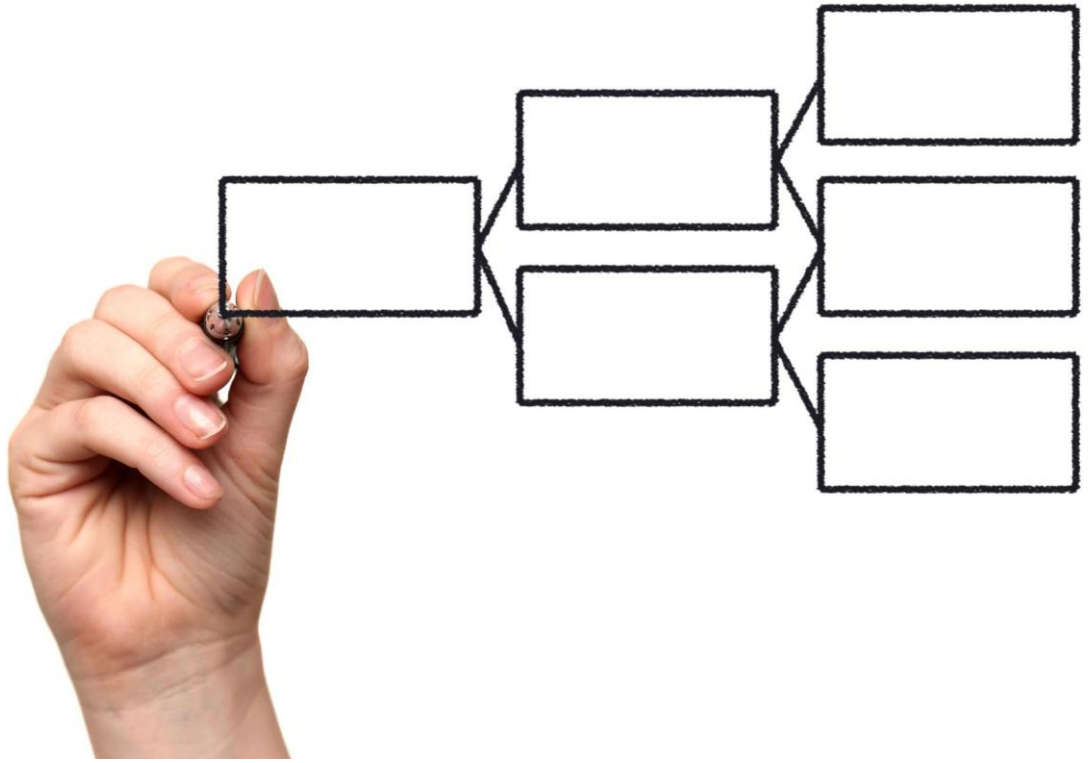
The roadmap covers corrective and preventive actions, capability development, and integration with HR, Finance, and IT functions.

Documented Measurable Outcomes

Outputs include a documented improvement program featuring measurable outcomes to track progress and success.

Integrating with the Strategic AM Framework

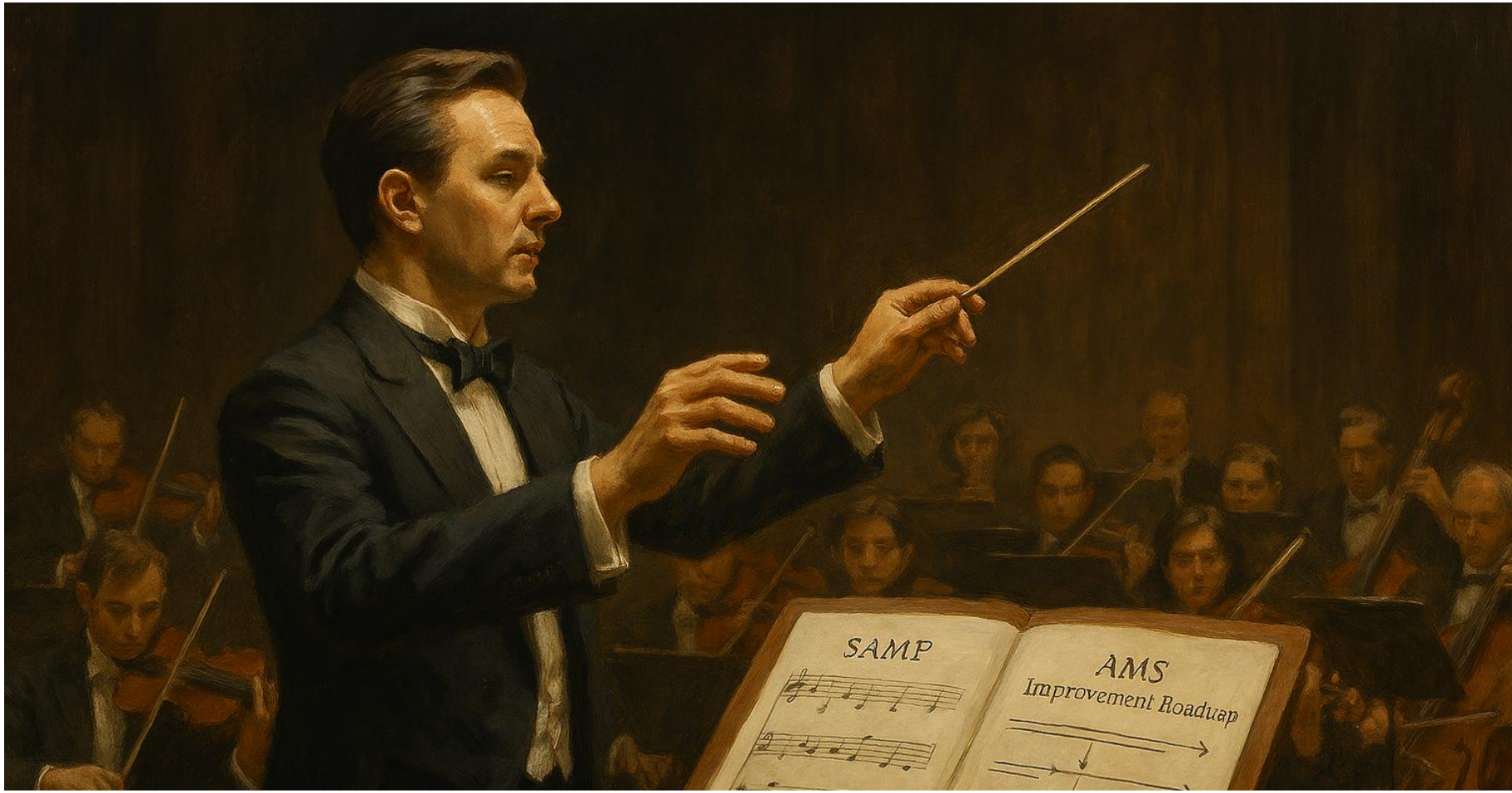
- **Improvement Roadmap Feedback**
- **Continuous Feedback Loop**
- **Strategic Coherence and Maturity**



Cohesive

Organizational symphony of asset performance

- The IAM **Life Cycle** provides the score;
- **audits** provide the tuning;
- **leadership** conducts the orchestra of improvement.



Cohesive

Thank You

Cohesive