## Maintenance optimization

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# A talk with Bo Hägg, CEO Swedish Centre for Maintenance Management, I

- Maintenance = selling reliability at the least cost
- Maint-costs/year: 14 000 Billion SEK (EU), 275 Billion (S)
- Maintenance often seen as wasting money
- Maintenance is often performed too often—inspections and condition monitoring often damage the system
- The truth? A well performed maintenance is an investment in availability and security





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# A talk with Bo Hägg, CEO Swedish Centre for Maintenance Management, II

- Availability in Swedish manufacturing is low
- OEE (overall equipment effectiveness): combination of availability, performance and quality
- Ideally 100% in practice  $\lesssim$  85%
- Anders Kinnander, Chalmers (2006): in manufacturing OEE is 64 %; realistically it could be 75–80%





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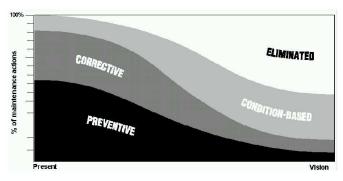
# Principles for maintenance

- Preventive maintenance: actions that correct errors before they occur
- Corrective maintenance: actions that correct errors after failure, repairs
- Condition based maintenance: measurements → predictions
  → actions according to one of the above principles
- Opportunistic maintenance: when maintenance is planned, perform preventive maintenance if it is beneficial

# Vision, according to Bo Hägg

#### **Det Norske Veritas**

# Tillståndskontroll i Underhållsarbetet



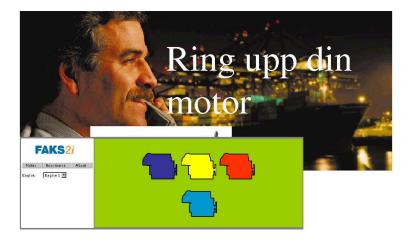


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# Condition based maintenance through your mobile!!





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WÄRTSILÄ

900

# A simple example, I

- System with *n* parts
- Life of part  $i : T_i$  time units
- Time horizon: *T* time units (eg. contract period)
- Cost of part *i* at time *t*: *c*<sub>*it*</sub> monetary units
- Cost for performing any maintenance actions at time t: dt monetary units

# A simple example, II

- Variables in the problem are logical do something or not
- Modelling using binary variables:

$$x_t = egin{cases} 1, & ext{if some action is taken at time } t \ 0, & ext{otherwise} \end{cases}$$

- A decision on an action often implies other necessary actions
- Example: if part *i* shall be replaced at time *t* maintenance must be performed and paid for
- Such logical relations are equivalent to linear constraints:

if A then B 
$$\iff x_A \le x_B$$

## A simple replacement problem

• Minimize the total cost of maintaining a working system during a contract period:

#### Mathematical model

$$\begin{array}{ll} \underset{(x,z)}{\text{minimize}} & \sum_{t=1}^{T} \left( \sum_{i=1}^{N} c_{it} x_{it} + d_{t} z_{t} \right), \\ \text{subject to} & \sum_{t=l+1}^{l+T_{i}} x_{it} \geq 1, \qquad l=0,\ldots,T-T_{i}, \quad i=1,\ldots,N, \\ & x_{it} \leq z_{t}, \qquad t=1,\ldots,T, \quad i=1,\ldots,N, \\ & x_{it} \geq 0, \qquad t=1,\ldots,T, \quad i=1,\ldots,N, \\ & z_{t} \leq 1, \qquad t=1,\ldots,T, \\ & x_{it}, z_{t} \in \{0,1\}, \quad t=1,\ldots,T, \quad i=1,\ldots,N \end{array}$$

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### Example, I

- Planning period T = 7
- $\bullet\,$  Number of components  $|\mathcal{N}|=3$
- Life of components  $T_1 = 3$ ,  $T_2 = 5$ ,  $T_3 = 6$

#### Replace each component before its life is over

- The components are new at time t = 0
- Life of component 1:  $T_1 = 3$

$$x_{11} + x_{12} + x_{13} \ge 1$$

$$x_{12} + x_{13} + x_{14} \ge 1$$

 $x_{13} + x_{14} + x_{15} \ge 1$ 

$$x_{14} + x_{15} + x_{16} \ge 1$$

$$x_{15} + x_{16} + x_{17} \geq 1$$

## Example, II

• Life of component 2:  $T_2 = 5$ 

$$\begin{array}{rcl} x_{21} + x_{22} + x_{23} + x_{24} + x_{25} & \geq & 1 \\ x_{22} + x_{23} + x_{24} + x_{25} + x_{26} & \geq & 1 \end{array}$$

$$x_{23} + x_{24} + x_{25} + x_{26} + x_{27} \geq 1$$

• Life of component 3:  $T_3 = 6$  $x_{31} + x_{32} + x_{33} + x_{34} + x_{35} + x_{36} \ge 1$  $x_{32} + x_{33} + x_{34} + x_{35} + x_{36} + x_{37} \ge 1$ 

• Replace a component at time  $t \Rightarrow$  The module is maintained at time t. For t = 1, ..., T:  $\begin{bmatrix} x_{1t} & \leq z_t \\ x_{2t} & \leq z_t \\ x_{3t} & \leq z_t \end{bmatrix} \Leftrightarrow \begin{bmatrix} -x_{1t} & +z_t \geq 0 \\ -x_{2t} & +z_t \geq 0 \\ -x_{3t} + z_t \geq 0 \end{bmatrix}$ • Feasible set:  $\{\mathbf{x} \in B^{3 \cdot 7 + 7} | \mathbf{A}\mathbf{x} \geq \mathbf{b} \}$ , where  $\rightarrow$ 

### The linear system

	1	1	1	0	0	0	0	0	0	a	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			1			8	x(1,1)
	0	1	1	1	0	0	0	0	0	a	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			1			- 8	x(1,2)
	0	0	1	1	1	0	0	0	0	a	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			1			18	x(1,3)
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	0	0	0	0	1	1	1	0	0	a	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			1			3	x (1,5)
	0	0	0	0	0	0	0	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			1			- 8	x (1,6)
	0	0	0	0	0	0	0	0	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			1			3	x(1,7)
	0	0	0	0	0	0	0	0	0	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0			1			1	x(2,1)
	0	0	0	0	0	0	0	0	0	a	0	0	0	0	1	1	1	1	1	1	0	0	0	0	0	0	0	0			1			3	x (2,2)
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	-1	0	0	0	0	0	0	0	0	a	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0			0			- 6	x(2,4)
	0	-1	0	0	0	0	0	0	0	a	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0			0			- 8	x (2,5)
	0	0	-1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0			0				x (2,6)
	0	0	0	-1	0	0	0	0	0	a	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0			0			- 3	x (2,7)
	0	0	0	0	-1	0	0	0	0	a	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0			0			18	x (8,1)
A	 0	0	0	0	0	-1	0	0	0	a	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	ь	17	0	12	1.15		x (3,2)
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	0	0	0	0	0	0	0	0	-1	a	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0			0			1	x (3,5)
	0	0	0	0	0	0	0	0	0	-1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0			0			- 8	x (8,6)
	0	0	0	0	0	0	0	0	0	a	-1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0			0			12	x (8,7)
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	0	0	0	0	0	0	0	0	0	a	0	0	-1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0			0				z(2)
	0	0	0	0	0	0	0	0	0	a	0	0	0	-1	0	0	0	0	0	0	0	0	0	0	0	0	0	1			0				z(8)
	0	0	0	0	0	0	0	0	0	a	0	0	0	0	-1	0	0	0	0	0	0	1	0	0	0	0	0	0			0				z(4)
	0	0	0	0	0	0	0	0	0	a	0	0	0	0	0	-1	0	0	0	0	0	0	1	0	0	0	0	0			0				z(5)
	0	0	0	0	0	0	0	0	0	a	0	0	0	0	0	0	-1	0	0	0	0	0	0	1	0	0	0	0			0				z(6)
	0	0	0	0	0	0	0	0	0	a	0	0	0	0	0	0	0	-1	0	0	0	0	0	0	1	0	0	0			0				z(7)
	0	0	0	0	0	0	0	0	0	a	0	0	0	0	0	0	0	0	-1	0	0	0	0	0	0	1	0	0			0				
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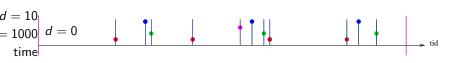
### Properties

- The integrality restrictions on the replacement (x) variables can be removed. (Argument through a property of A of being totally unimodular.) Hence the number of integer (or, binary) variables equals the number of time periods, T
- Provided that costs are non-increasing, replacements are only performed at some component's life limit
- Given a feasible vector **z**, an optimal **x** is found by solving an LP (from item 1), or by a greedy procedure (from item 2)
- The polytope described by the convex hull of feasible points is full-dimensional
- The problem still is NP-hard

## Opportunistic maintenance or not?

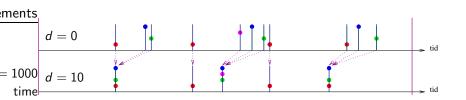
- Example case: four parts with different lives and costs
- A replacement of a part is shown as a dot with the resp. colour at the given time

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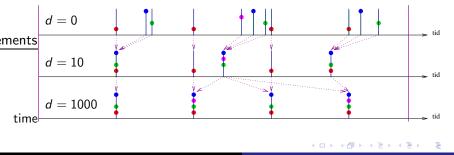
### Opportunistic maintenance or not?

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### Opportunistic maintenance or not?

- Example case: four parts with different lives and costs
- A replacement is shown as a dot with the resp. colour at the given time
- The bigger the fixed cost the more interesting opportunistic maintenance becomes



### Visions

- Wind power: collaboration with KTH, Vattenfall/Lillgrund. Plans for future PhD students together with Energy and Environment (Vindforsk, SKF). Huge interest from companies!
- Nuclear power: collaboration with KTH, Forsmark
- Collaboration plans at Chalmers together with CHARMEC (rail mechanics)
- Other areas: process industry, mechanical industry, logistics, ...

