

SUMMARY

A new Maintenance Manager faced significant challenges related to forecasting spend while overseeing maintenance and turnarounds. He turned to myTrack software for real-time visibility into contractor activities and costs. This resulted in 95% cost accuracy and eliminated late invoicing.



JOB TITLE

Maintenance Manager

PROJECT

Turnaround and Maintenance

INDUSTRY

Chemical

HEADQUARTERS

Houston, Texas

Maintenance Manager Achieves 95% Cost Accuracy and Real-Time Data Forecasting

A newly promoted Maintenance Manager at a leading U.S. chemical producer—valued at \$31 billion and employing 20,000 workers—was under pressure to manage turnarounds with tight budgets. With no real-time visibility into contractor costs, the company routinely faced cost overruns and invoice surprises long after projects were closed. The manager needed a solution to eliminate this uncertainty and optimize project spending.

Field supervisors had no visibility into contractual terms and conditions, manpower skills, crew mix assigned to their areas, and contractor's on-site time. Additionally, after approving time in the field, the field supervisors never saw the actual invoices.

This lack of visibility made it impossible to forecast spending accurately or optimize the budget. Cost Control teams utilized vendor-supplied Force Reports and Staffing Plans to estimate spending. Spending estimates were then adjusted to match ERP actuals. Adjustments sometimes exceeded 25%, significantly distorting the actual project costs.

The Maintenance Manager discovered Management Controls (MCI)'s myTrack software for cost controls to manage and pay their contractor workforce with confidence. Using myTrack, the Maintenance Manager optimized budgets and accurately forecasted spending in real time, reducing cost discrepancies and improving financial oversight on both turnaround and maintenance projects.

myTrack enabled real-time cost accuracy, reaching 95%, and ensured outstanding liabilities were visible and accounted for, preventing late invoicing after project close-outs.



The Challenge: Cost Visibility and Oversight Lacking

AT-A-GLANCE

Maintenance Manager Challenges

- Pressure to reduce or maintain flat budgets.
- Lack of real-time spend visibility.
- Late and inaccurate invoices.
- Manual and error-prone processes.
- Overbilling and spend leakage.

New Manager Struggles with Budget Oversight and Real-Time Costs

During his first turnaround as Maintenance Manager, after being promoted from craftsman, he oversaw a \$3 million, 11-day outage with over 50 contract laborers on-site.

The Maintenance Manager was expected to present the schedule and budget status daily. The questions upper management asked included: Are you on schedule and on budget? If not, do you understand why and what to do to address the issues, ensuring schedule integrity and budget control?

The answer was no.

While the scope of work was straightforward, the maintenance manager was concerned that he would miss the schedule. Thankfully, the minute he expressed concern about meeting the schedule, multiple people were ready to help.

However, the budget was a different story. “I know how much work we got done but couldn’t determine how much money I spent. I found myself having to use numbers

from the cost controller. I had zero confidence in the accuracy and no way to verify if what she told me was accurate,” he said.

This left the new Maintenance Manager worried.

He asked his veteran colleagues for advice, who suggested he would develop an instinct regarding budget over time. They said it was acceptable to be plus or minus 10% of the original scope—if the work was completed on schedule.

Although the plans included how much money should be spent each day, the Maintenance Manager wasn’t certain how much money was spent in real time or how it was spent. This lack of real-time spending and the delay in actual cost settling in his ERP system prevented timely adjustments.

myTrack Eliminates Budget Panic and Cost Surprises

The manager’s unease related to cost reporting and forecasting spend on the first project was well-founded. He ended up being 10%-15% over budget on the first project but received no feedback.

Instead, he went on to other projects. A few months later, he was called in for a meeting about one of those projects.

The purpose of the meeting: account for a \$200,000 invoice submitted six months after a \$1 million project close-out. The new Maintenance Manager was in a panic, unsure if he would be fired, as he thought all outstanding commitments had been paid.

“I decided if I get to keep my job, I have to find a tool that will provide more insight into spending,” he said.



“We eliminated 10%-15% of leakage which allowed me to stay flat on my budget.”

– Former plant maintenance and turnaround manager with more than 40 years of experience in the field.



Key Outcomes

- Achieved 95% cost certainty with myTrack.
- Realized previous cost estimates were off by as much as 25%.
- Gained visibility into manpower and equipment, leading to better safety and cost management.
- Applied savings to additional maintenance projects, enhancing overall budget efficiency.
- Identified 15% overbilling for equipment.



The Results:

myTrack Delivers Accurate
Budget Control



He soon found MCI's myTrack contractor spend management software.

Before myTrack, the new Maintenance Manager couldn't tell if he was within 25% of his target number on any given day of a project—except for day one.

With the software, the Maintenance Manager was aware in real time of all earned contractor activities and cost commitments. The fully automated tool with audited information empowered him to accurately forecast and accrue costs—no more surprises, no more anxiety.

myTrack provided 95% cost accuracy for reporting. Plus, outstanding liabilities were always accounted for and visible, eliminating late invoicing after turnaround projects were closed. One example found by myTrack: A vendor submitted an invoice as if it was a lump sum contract instead of the agreed-upon time and materials contract. The discovery shaved 42% off the invoice.

“myTrack gave me the controls and abilities to gauge spend. Because it can forecast spend, I saw how much I was spending, and my confidence about spend went up immensely,” he said.

myTrack Empowers Manager to Control Costs and Prevent Overruns

The Maintenance Manager consistently used myTrack for many turnaround and maintenance projects.

Besides helping with forecasting spend, the tool helped with budget optimization when his employer required a flat or falling budget. The Maintenance Manager wondered how he could do so while absorbing inflation.

The Maintenance Manager focused on vendor invoicing to ensure contractors were being paid accurately as per the contract (and not overcharging). He got all the vendors to use myTrack. “We eliminated 10%-15% of leakage which allowed me to stay flat on my budget.”

For the Maintenance Manager, myTrack became an indispensable tool, allowing him to manage his budget effectively, eliminate late invoicing, and accurately forecast spending in real time. As more team members saw the results, myTrack was embraced across the organization as the go-to tool for managing turnaround and maintenance projects.

Get Started With myTrack

MCI helps companies of all sizes gain better visibility, control, and productivity from their workforce. We put owners and contractors on the same page. myTrack is the next-generation platform for contractor data management. Learn more about the myTrack Platform and how it can help your company better manage and reduce contract labor, equipment, and material costs.

Connect With Us

Find out how the myTrack Platform can help you better manage and reduce contractor costs.

BOOK A MEETING



myTrack

POWERED BY



ABOUT MCI

Management Controls Inc. (MCI) is a developer of a Contractor Data and Spend Management platform designed for industries that rely heavily on contractors for operations, routine maintenance, turnarounds and capital projects. The company's myTrack software offers an end-to-end solution for all parties involved in tracking the costs of contractor labor, equipment, and materials, transforming the working relationship between owners and contractors by providing both parties full visibility, significant cost controls and immediate savings.