WHAT EVERY FACILITY LEADER SHOULD KNOW

The Hidden Costs of Getting Ready to Work

Why 40% of every repair happens before a technician touches a tool and what the best facility teams do about it.

VLogic

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CHAPTER 01

Every Maintenance Task Starts With a Question

Long before a technician picks up a tool, someone is trying to answer a question.

- ***What exactly failed?***
- ***Has this asset failed before?***
- ***Is it under warranty?***
- ***Can we repair it—or is it time to replace it?***
- ***Is this urgent, or can it wait until tomorrow?***

None of those questions are difficult. But answering them often is. Not because the information doesn't exist, but because it's scattered across work orders, equipment manuals, spreadsheets, emails, and sometimes the memory of the one person who's worked on that asset for years.

The longer it takes to answer those questions, the longer maintenance waits. Technicians spend less time maintaining. Supervisors spend more time tracking down information. Facility leaders make decisions with incomplete information.

Eventually, small delays become larger operational problems. Preventive maintenance slips. Emergency work increases. Backlogs grow. Capital planning becomes reactive instead of proactive.

The highest-performing organizations don't necessarily have more technicians or more sophisticated maintenance programs. They've simply made it easier for everyone to get the answers they need.

IN THIS GUIDE YOU'LL LEARN

- Why maintenance slows down before work begins
- The hidden productivity leak most organizations overlook
- How leading facility teams make better maintenance decisions
- Five questions every facility leader should answer with confidence
- A framework for evaluating your own maintenance maturity

CHAPTER 02

Why Maintenance Slows Down Before Work Begins

Most maintenance delays don't begin in the mechanical room. They begin before the work even starts.

A technician receives a work order. The work order explains what needs attention. It rarely contains everything needed to complete the job. So, the search begins.

Every additional system, document, or phone call delays the work. The challenge isn't doing maintenance. It's gathering enough context to begin.

None of these activities improve the facility. But every one of them consumes valuable time. Individually, those interruptions seem insignificant. Collectively, they become one of the biggest sources of lost productivity in facility operations.

THE HIDDEN DELAY

Most organizations measure how long work orders take to complete. Few measure how long it takes to gather enough information to begin. That's where maintenance often falls behind.

If maintenance slows before the work even begins, what's that really costing your organization?

CHAPTER 03

The Business Cost Of That Delay

Every minute spent searching is paid maintenance time not spent maintaining.

Every facilities organization measures labor costs. Few measure how much of that labor is spent searching for information instead of maintaining facilities.

EXAMPLE

10 Technicians

↓

15 Minutes Lost Per Day

↓

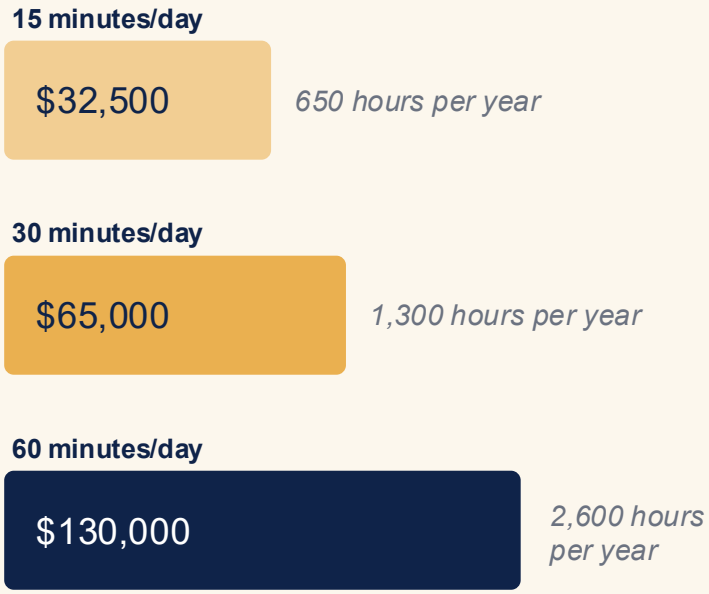
650 Hours Lost Per Year

↓

$32,500 Annual Cost

**Based on a fully burdened labor rate of $50/hour.*

BUT WHAT IF THE SEARCH TAKES LONGER?



**Based on a fully burdened labor rate of $50/hour.*

AND LABOR COST IS ONLY PART OF THE STORY

- Fewer PM tasks completed
- Growing maintenance backlogs
- Delayed capital planning
- Longer response times
- More emergency repairs
- Lower technician productivity

The biggest cost isn't the time spent searching. It's the maintenance work that never gets done because of it.

The highest-performing maintenance organizations don't simply work harder. They remove unnecessary friction because every minute your team spends searching is one less minute spent maintaining your facilities.

Calculate your organization's productivity leak:

technicians × minutes searching per day × workdays per year × fully burdened hourly rate.

CHAPTER 04

The Anatomy of a 30-Minute Repair

30 minutes repairing the asset.

20 minutes getting ready to repair it.

THE TIMELINE — 50 MINUTES, START TO FINISH

2 min	4 min	3 min	2 min	4 min	5 min	30 min
Receive work order	Find previous repairs	Locate manufacturer spec	Check warranty	Call another technician	Walk back to office / documentation	Complete repair

40%

of the job is getting ready to do the job

60%

of the job is the repair itself

The repair isn't the problem. Everything before the repair is.

The same pattern repeats across thousands of work orders a year. The repair itself is rarely the bottleneck. The forty percent of the job spent preparing to do it is.

CHAPTER 05

Great Facility Leaders See Problems Sooner

The best facility leaders don't react faster.

They see problems earlier.

THEY SEE:

- PM compliance slipping.
- Assets consuming disproportionate labor.
- Buildings generating repeat work.
- Capital needs before failures.
- Compliance gaps before inspections.

The earlier you see operational risk... the more options you have.

Seeing problems sooner isn't luck. It's the result of building better operational habits over time.

CHAPTER 06

Everything You Need Is Already There

So how do great leaders see problems sooner? They're connecting maintenance history, drawings, inspections, warranties, capital plans, and operational information into one complete picture.

Having the right information is only the beginning. The best organizations use it to identify problems before everyone else does.

CHAPTER 07

Four Stages of Maintenance Decision Making

STAGE 1
Reactive

CHALLENGE
Information is scattered across people, emails, spreadsheets, and disconnected systems.

LEADERSHIP EXPERIENCE
"We spend more time finding information than acting on it."

OUTCOME
Maintenance is driven by emergencies.

STAGE 2
Organized

CHALLENGE
Processes become more consistent, but information is still disconnected.

LEADERSHIP EXPERIENCE
"We know the answer exists, it just takes too long to find."

OUTCOME
Maintenance becomes more predictable.

STAGE 3
Connected

CHALLENGE
Maintenance information begins working together instead of living in separate systems.

LEADERSHIP EXPERIENCE
"Our teams spend less time searching and more time maintaining."

OUTCOME
Decisions are faster and more consistent.

STAGE 4
Predictive

CHALLENGE
Very little. Information is trusted.

LEADERSHIP EXPERIENCE
"We can answer operational questions in minutes instead of days."

OUTCOME
Maintenance is proactive. Leadership has confidence.

**Regardless of where your organization is today,
every facility leader is ultimately trying to answer the same questions.**

CHAPTER 08

Five Questions High-Performing Organizations Can Answer Immediately

1. **Which assets fail repeatedly?**
   Recurring failures reveal where maintenance dollars should be invested, not just where repairs should continue.

2. **Where is preventive maintenance falling behind?**
   Knowing this early allows teams to correct course before reliability suffers.

3. **Which buildings generate the most maintenance work?**
   Comparing facilities helps identify aging infrastructure, operational issues, and opportunities for improvement.

4. **Which assets should we replace next?**
   Capital planning should be driven by maintenance history, lifecycle performance, and operational risk, not by the loudest equipment failure.

5. **What should my team work on today?**
   The best maintenance organizations don't simply respond to the next work order. They understand which work will have the greatest operational impact.

IMAGINE THIS...

A vice president asks:

"Which buildings need the most capital investment over the next three years?"

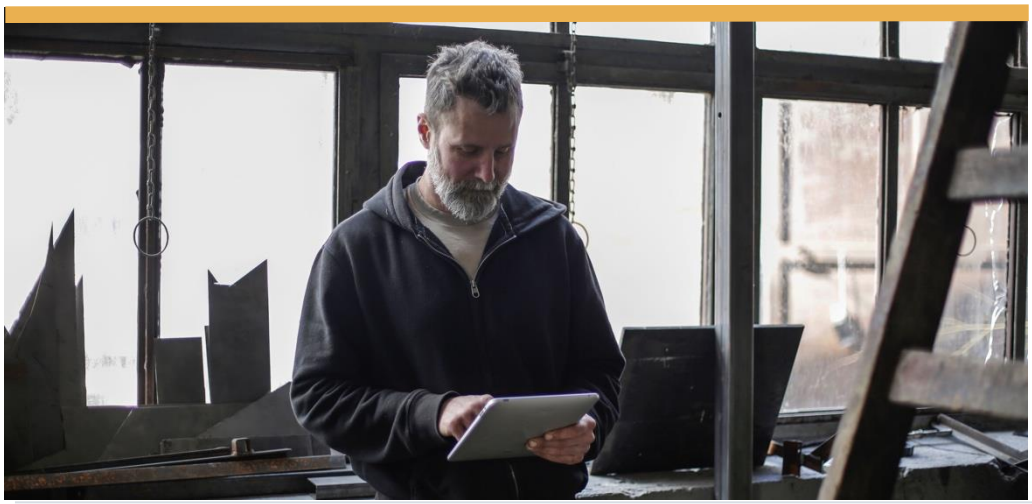
How long would it take your organization to answer?

- **Five minutes?**
- **Five hours?**
- **Five days?**

The answer says a lot about the maturity of your maintenance operation.

Better Questions Lead to Better Decisions.

When these questions can be answered quickly, maintenance shifts from reacting to planning. Teams spend less time looking for answers. More time keeping facilities running.




"Great maintenance doesn't begin with a wrench. It begins with understanding."

CHAPTER 09

Self-Assessment

Before you continue...How would your organization score?

Every facilities organization has maintenance information. The difference isn't how much information you collect—it's how quickly your team can turn that information into confident decisions. Use the questions below to evaluate how easily your organization moves from question to answer to action. There are no right or wrong scores. The goal is to identify where unnecessary friction slows maintenance today—and where your greatest opportunities exist tomorrow.

Question	Yes	Sometimes	No
Can technicians quickly access the information they need without searching multiple systems?	☐	☐	☐
Are asset history, drawings, manuals, and inspections connected to your work orders?	☐	☐	☐
Can supervisors identify overdue PMs and maintenance trends without building manual reports?	☐	☐	☐
Can leadership quickly identify which assets are creating the greatest operational risk?	☐	☐	☐
Is capital planning based on maintenance history instead of equipment failures?	☐	☐	☐
Do technicians spend more time maintaining assets than searching for information?	☐	☐	☐
Can your team confidently prioritize work across multiple buildings or campuses?	☐	☐	☐
Can you answer executive questions without gathering information from multiple systems?	☐	☐	☐

YOUR RESULTS

7–8 Yes

Confident

Your team can quickly answer operational questions and make informed decisions. Maintenance is proactive, leadership has visibility, and information supports day-to-day operations as well as long-term planning.

4–6 Yes

Connected

You have many of the right processes in place, but important information is still difficult to access or connect. Reducing the time spent searching can significantly improve productivity and decision-making.

0–3 Yes

Reactive

Your team is likely spending more time gathering information than acting on it. Maintenance depends heavily on individual knowledge and manual processes, making it difficult to stay ahead of growing demands.

Maintenance maturity isn't measured by how much information you have. It's measured by how quickly your team can act on it.

CHAPTER 10

What Better Looks Like

TODAY — A Simple Repair

- Work Order
- Search Previous Repairs
- Find Drawings
- Look for Manuals
- Call Another Technician
- Check Warranty
- **Maintenance Begins**

Every additional step delays the work.

TOMORROW — The Same Repair

- Work Order
- Everything Surrounding the Asset
- Technician Understands What Happened
- Technician Knows What to Do Next
- **Maintenance Begins**

Answers come first. Work starts sooner.

The goal isn't to eliminate maintenance challenges. It's to eliminate unnecessary searching. When technicians spend less time looking for information, they spend more time maintaining facilities. That's when preventive maintenance improves. Response times improve. Backlogs shrink. Leadership gains confidence.

What changes maintenance isn't one big decision.
It's thousands of better decisions made every day.

CHAPTER 11

Better Decisions Create Better Outcomes

Every maintenance organization wants the same outcomes.

- **More PMs.**
- **Less downtime.**
- **Smaller backlogs.**
- **Better capital planning.**

The difference isn't simply collecting more information.

It's reducing the time between a question and an answer.

That's what changes maintenance performance.

Faster answers create...

- **More PM completion**
- **Lower backlog**
- **Smarter capital planning**
- **Faster response times**
- **Better technician productivity**
- **More confident leadership**

CHAPTER 12

The Maintenance Flywheel: How Great Maintenance Organizations Keep Getting Better

Every maintenance decision creates information.

That information makes the next decision easier. Over time, every completed work order improves your understanding of the asset. That's why high-performing maintenance organizations continue improving year after year. Maintenance doesn't just happen. It compounds.

That's the flywheel.

Better information creates better decisions. Better decisions create better maintenance. Better maintenance generates even better information.

Everything Compounds.

CHAPTER 13

Most Maintenance Software Records What Happened.

VLogic Helps You Decide What Happens Next.

Legacy CMMS platforms were built to document maintenance activity. Today's facility leaders need more than a system of record. They need a system that helps them understand what's happening, prioritize what matters, and decide what to do next. That's why organizations replace legacy CMMS platforms with VLogic.

The result isn't simply better maintenance software. It's a better way to operate facilities.

- Technicians spend less time searching. More time maintaining.
- Facility leaders make faster, more confident decisions.
- Organizations stay ahead instead of catching up.

Keep Maintenance Moving.

Ready to Keep Maintenance Moving?

Let's talk about how your organization can reduce maintenance friction, improve operational visibility, and give every facility team faster access to the answers they need.

Schedule a Meeting→