



How did the Matosinhos Town Hall perfect their maintenance strategy on 1000s of assets?

Company Câmara de Matosinhos	Country Portugal	Client since 01.2020
Buildings 730	Users 107	Technicians 41
Equipments 12.3k	Managers 61	





- **The Matosinhos municipality is made up of four large boroughs**
- **Sat within the Porto metropolitan area, it has a population of 170,000**
- **Over 2500 people work at the town hall**

The municipality of Matosinhos sits in the Porto Metropolitan Region and, as with any medium-sized or sizeable Portuguese municipality, has to **manage hundreds of buildings and thousands of pieces of equipment daily.**

As is often the case in the public sector, where politics has a strong influence, maintenance is overlooked and undervalued, hindering its modernisation. As we all know, investment in maintenance often "**goes unseen**" and is therefore not prioritised. Nevertheless, it dramatically impacts everyday life when something fails to work correctly.

In this situation, Pedro Machado, Head of the Municipal Buildings Division at the Matosinhos City Council, faced

several challenges, including the problem of securing enough human resources to respond to all the requests, as he couldn't justify the cost of increasing the in-house team: "**the consensus was that there was no point in hiring more people because the response would never live up to expectations. This could be due to a shortage of material, lack of planning or because the person in charge couldn't cope with the work.**" After consulting the market and trying other solutions that didn't meet their needs, they implemented Infraspak.

The municipal maintenance operation, before Infraspak

"**Winding and tortuous**" were the words used by Pedro Machado to describe the path taken by Matosinhos City Council's maintenance management until Infraspak was implemented.

During their initial search for solutions, and after consulting Infraspak and other suppliers, the council decided to develop their management system.

However, the costs of this were much higher than expected. In 2020, after realising this, Pedro reached out to Infraspak again to talk about their platform after seeing it was fully developed and capable of meeting the municipality's needs.

A non-complex solution was a priority, and Infraspak fulfilled this requirement with its **simple, functional interface**. This was a high priority because the average age of maintenance team members was 60, and many needed help dealing with technology.



We needed a robust solution that responded to all the different request types we receive. But at the same time, this solution also needed to be easy to implement and to assure us that the teams would accept it.

— **Pedro Machado**, Head of the Municipal Buildings Division

Initially, maintenance work was managed using paper forms created by the Quality office. Later, these sheets were transformed into Excel documents and then printed out. These documents were managed by a team of six people, who sent them to the technical groups they supported by registering and explaining requests. This team also sent cost information for each intervention to the relevant departments.

To change this **bureaucratic and time-consuming process**, the municipality needed a solution that delivered **maintenance requests directly to the technicians but still made it possible to keep track of and record each request**.

The other situation they had in place before Infraspak didn't let them efficiently make decisions on these processes, and they couldn't track the number of daily requests - "**they'd appear, and we would resolve them**". At the end of each year, there were around 800 requests.



Like a walk in the park: the implementation of Infraspak at Matosinhos Town Hall

Pedro Machado thought the **implementation process was positive**, even when the first steps were taken during the COVID-19 pandemic. He says that the support from the Infraspak team throughout the approach "**was essential**".

The first implementation stage involved transferring **all the data stored in Excel** and other tools to Infraspak in just six months, a short time, given the quantity and variety of the municipality's assets.

Another critical step was registering all the municipality's buildings and properties on the platform so technicians could access the relevant information, including complex assets, with several requests.

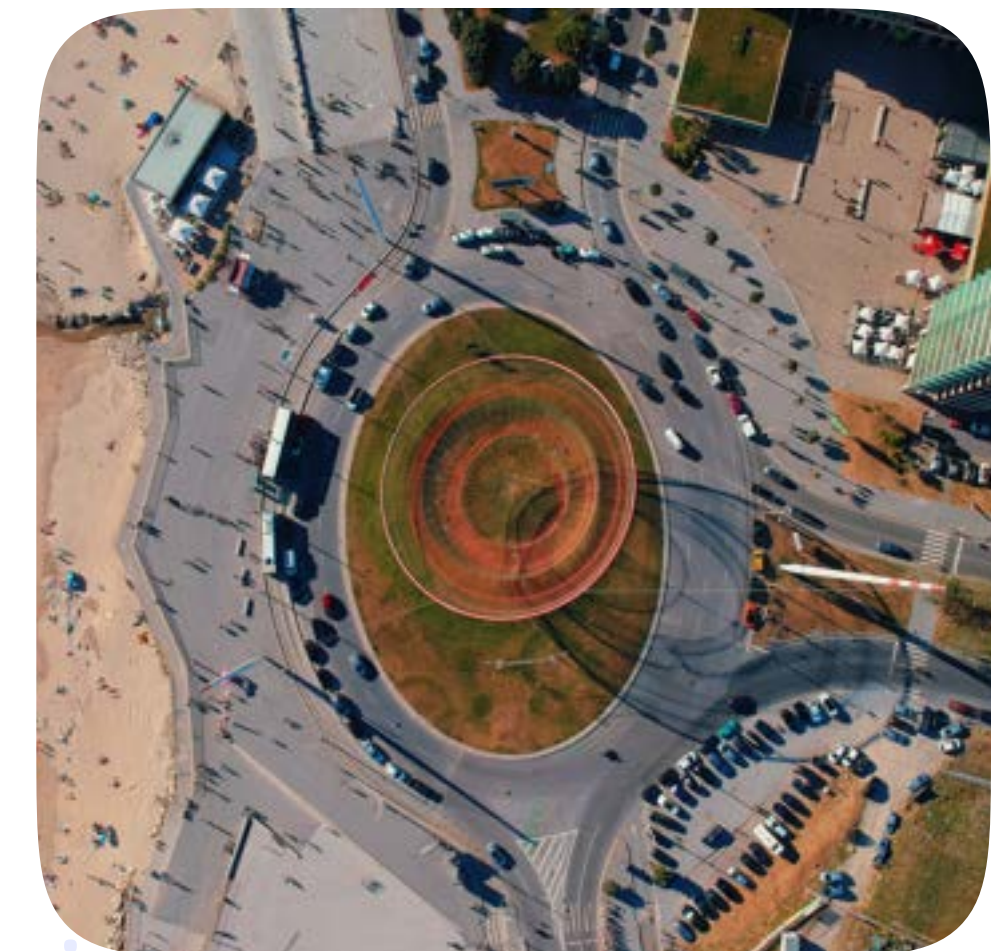
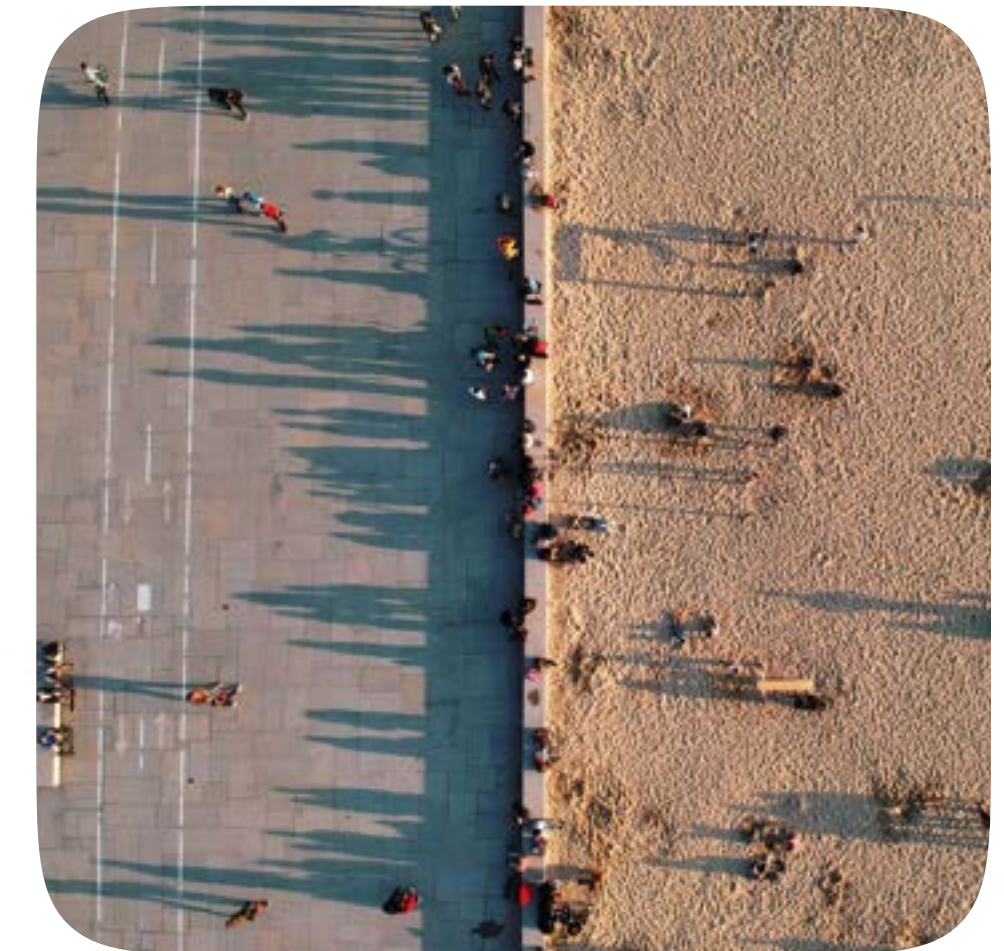


We have theatres, schools and several other types of buildings. In some of these buildings, it was difficult to access the correct information, and Infraspak helped us a lot. In schools, for example, we have identified all rooms with NFC tags, so we can now access all the necessary data.

— Pedro Machado, Head of the Municipal Buildings Division

Slowly but surely, the team began to manage their day-to-day tasks on Infraspak. Today, maintenance staff, such as plumbers, electricians, cleaners and technicians connected to the data and telecommunications network, manage all preventive maintenance processes using the platform's app.

Thanks to the flexibility of the Infraspak solution, it was possible to make some adjustments at the start of the implementation, such as adding participants to requests



and giving visibility of these requests to the rest of the team. This unlocked reliable indicators, allowing Matosinhos to see who was responsible for each work order.



The fact that the app's menu is straightforward and has many icons helped the team get on board. If I ever went to another operation, I do not doubt that I would take Infraspak because I know it works. I feel it's an easy tool that offers a good user experience.

— Pedro Machado, Head of the Municipal Buildings Division

It's natural for there to be some resistance when adapting towards a change like this, which involves new technology-led procedures, especially given the team's profile. However, with patience and dedication, Infraspak helped to find strategies to support these people with their onboarding challenges. As well as as

training sessions, the municipal team always had the support of an Infraspak specialist, who accompanied the technicians in the field and explained in detail how to use the platform. With time and experience, the expectation is that any resistance from some team members will disappear entirely and that all employees will feel like fish in water — Matosinhos seawater, of course! — using Infraspak.

Implementing Infraspak during a pandemic: turning difficulties into opportunities

When the global coronavirus crisis hit, Infraspak's partnership with the municipality of Matosinhos was still taking shape, which could have halted the whole process. However, the possibility of remote work and the support of digital procedures made even more sense at this unprecedented time, which motivated the team to continue with the implementation, knowing they would comply with all the safety rules.



The COVID-19 pandemic was a real test of the platform's effectiveness. For instance, when it became necessary to install hand sanitiser dispensers in all buildings were simply equipped them with NFC tags. This way, in the event of a team member's absence, such as a COVID-19 infection, all the information was already updated and consolidated in one place. It was just a click away from another colleague who could step in.

How does Infraspak positively impact maintenance in the municipality of Matosinhos?

Pedro highlighted how, among the many benefits experienced post-implementation, increased control was one of the most significant changes for him as a manager. Infraspak made it possible to track all work orders in all states and allowed for more focused attention on task planning and delegation for his team, helping them manage their time. Cross-referencing platform data with each team's SLA data also enabled him to gauge the operation's capacity.

“My only concern at the beginning was accessing the information provided by the platform. However, having everything neatly categorised made finding objective data easy, facilitating decision-making and bringing more visibility to the organisation”, noted Pedro Machado. This new way of organising maintenance management also allows for more informed negotiation of budgets and funds, matching needs with numbers and data.



We had a quick solution! I just needed to hand over my phone to the team handling the replacement and the task list. They were able to fulfil requests without having done it before. This ensured that no building ran out of hand sanitiser gel, for example.

— Pedro Machado, Head of Municipal Buildings Division

According to Pedro, a municipality always faces budget and approval challenges, which makes it hard to get anything done. There are many 'unwritten rules' that directly impact the decision-making chain. Therefore, despite initial difficulties, Pedro Machado believes Infraspak was the best choice.

He no longer faces problems with technicians arriving on-site for maintenance and needing more information about the asset. Now, they just log in, and if there's a problem to fix, even a serious one, they can get all the needed data without asking anyone.

Technicians and other users began to feel the improvements in a short time. Integrating NFC tags is a significant advantage, allowing employees to access information about assets independently.



With paper, things were disorganised. We didn't know where each location was, and we had to call the boss or buildings to figure out what was happening and where to go. Now, it's different! We have maps, locations, room details—everything. The change was easy, and communication got much better. I come to work more relaxed because I know exactly what to do at each site without depending on others. People like what we do, how we do it, and how quickly we get things done. It feels like we've accomplished our mission.

— **Marta Azevedo**, Operational Assistant



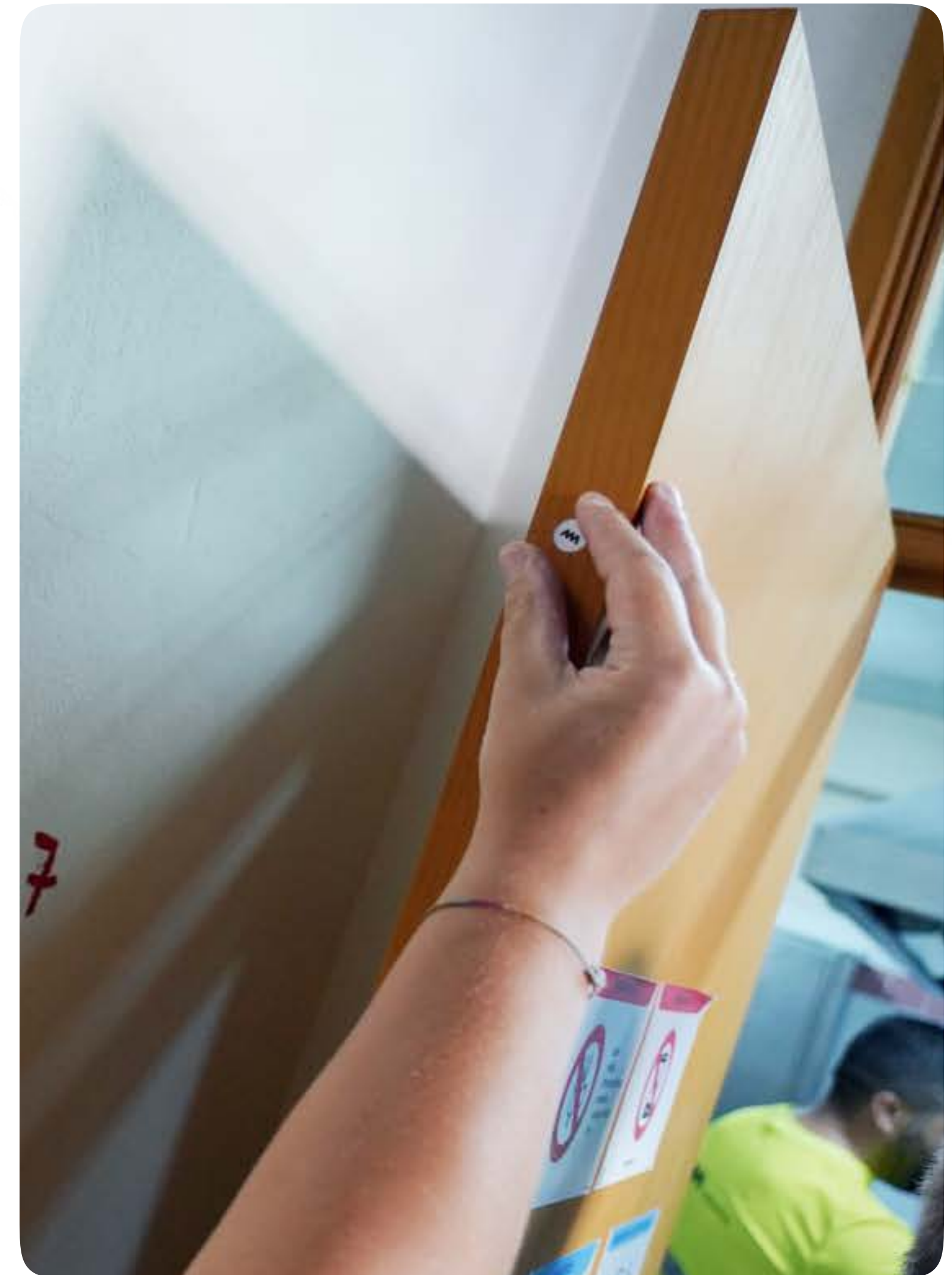
The adaptation was straightforward, and the application is easy to use. I can't imagine going back to working with paper forms. Everything is right there, and we don't have to waste time searching for information because the platform's filters allow us to find what we need. It's rewarding to be involved in a project that we see is bearing fruit.

— **Ricardo**, Maintenance Technician

Reduced expenses and increased efficiency: some results achieved in Matosinhos with Infraspak

Matosinhos doesn't have specific numbers yet on cost reduction – obtaining this information with Infraspak is one of the upcoming goals. However, there's already a noticeable time-saving benefit as more work orders are being completed than in previous analyses. "The number has doubled, indicating a significant operational cost reduction, but we still don't have a clear picture of actual costs," says Pedro Machado.

He also stresses the importance of accountability. Infraspak makes it easy for him to demonstrate that the change delivers tangible results in the operation, justifying the investment. Consequently, he strengthened the teams working on buildings and the team handling public roads and equipment. "For me, it was a won battle where we showed that with a bit of management and a tool that lets us do this work, we can achieve visible results," he concluded.



With Infraspak, and in a very short time, the maintenance operation in the municipality of Matosinhos achieved:

- Control and visibility
- Improved communication and greater transparency
- Speed and efficiency in processes
- More independent and motivated employees



The initial phase is a moment of significant transformation and some conflicts. However, over time, we see things improving significantly. With fewer resources, we have more results, effectiveness, and efficiency.

— Ricardo Teixeira, Director of the Conservation Department of the Municipality of Matosinhos

Infraspak in municipal management: all about maintenance and beyond

Managing waste and water with Infraspak

In Matosinhos, Infraspak controls water usage, fostering positive sustainability outcomes. The municipality has partnered with the water supply company to install sensors in high-consumption buildings, seamlessly connecting them to Infraspak. This connection enables the admins to track usage, understand patterns, and implement effective measures to reduce both excessive and 'phantom' consumption, leveraging the gathered information.

They are currently setting up the integration of waste management using the platform's capabilities. This will help them gather essential data on waste production in the area.





A good tech partner has to grow with us. Adapting the tool to fit our needs is crucial. Trust and the ability to adjust to our reality are the two most important factors in our relationship. Infraspak has met these expectations. The feedback I've received is positive, and we see Infraspak as a genuine partner for the success of Matosinhos Municipality's operations.

— **Manuela Álvares**, Councilor of Works and Environment at Matosinhos Municipality

The Infraspak Network™ in coordination with the Parish Councils

A significant portion of the maintenance management at Matosinhos Municipality occurs in collaboration with the borough authorities: Matosinhos and Leça da Palmeira; São Mamede Infesta and Senhora da Hora; Perafita, Lavra, and Santa Cruz do Bispo and Custóias, Leça do Balio and Guifões.

The Infraspak Network™ plays a crucial role in connecting the Municipality and the boroughs, resolving various situations, as highlighted by Pedro Machado. Having members of the Borough Council work "within" the Municipality's team was an issue as it meant Matosinhos had to create categorisations to obtain indicators specific to each entity as the Borough Council could be registered as a supplier, user, or service provider. With the Infraspak Network™, it is now possible to separate responsibilities more effectively, obtaining clear indicators. "Now, everyone knows that the numbers are real. Both the team managing Infraspak and the Borough President have an accurate perception of the requests they received, completed, and what is pending," said Pedro Machado.

This helped the boroughs respond more efficiently to work orders and stock control, with some even achieving the fantastic result of almost no incidents.

Before, there were issues with communication and transparency with suppliers, for example, Pedro and his team would send messages, and they'd say they didn't receive them. This complicated the process, as there was no way of checking the validity of their claim. With the implementation of Infraspak, it was strategically decided to include suppliers in the Infraspak Network™, making the process more manageable. Now, the contract manager can see how many requests are with the supplier, communicate with them within the same interface as the request, check which ones are completed and which aren't, and have a complete history. Additionally, the manager can take full control of the contract, considering expenses and the available budget and validating estimates before proceeding with a repair. Pedro Machado shared, satisfied, "I would say we've successfully reduced headaches by 90%."

A closer bond between municipality, people and schools

The municipality is integrating the service of addressing citizens' requests through an app with Infraspak. This form of communication, offering convenience and proximity, will enhance the quality of the relationship between the municipality and its residents, who currently lack direct contact.

Contact with schools already existed. Previously, teachers created requests in a tool that notified the maintenance team via email. With Infraspak, the teacher has direct access to a work order through the NFC tag. Therefore, work orders opened in that location reach directly the individuals responsible for the maintenance of that school

This automation has eased team management and improved accuracy. Often, technicians would go to the wrong school simply because educational institutions had similar names.

Once on-site, they would find other issues that hadn't been reported but were ultimately resolved by the staff. While, on the one hand, the visit was utilized, on the other hand, the staff didn't complete the initial request. With NFC tags, this no longer happens.

Schools' feedback has really helped. " We noticed times when our teams made mistakes. So, we set up a system to check if requests were done right. Now, our back-office team does this every day" Pedro explained .

"We trained technicians to start adding a photo whenever a work order or problem is resolved, this has improved both communication and user perception."



Infraspeak for municipal event management

This area has a significant impact on the municipality's operation because during these moments, citizens collaborate directly with municipality and strengthen their relationship with the City Hall. However, just like in other activities, the municipality couldn't measure the real impact of the operation on events since the teams responsible for setting up and/or maintaining events were the same as those handling day-to-day repairs. Thus, it was necessary to restructure the flow of information and consider how to integrate it into Infraspeak

Now, when they organise an event for the first time, they make a note in the system to keep managing and tracking it in the following years. 'Some events in Infraspeak have been organized three times already. This helps us know what requests were made for each one and keeps a record of what these events needed,' explained Pedro Machado.

Alongside event management, the maintenance team can plan the needs for each action in advance, allocating teams without affecting other activities.

The management of social housing and sports buildings

The Matosinhos Town Hall interacts daily with two municipal companies – Matosinhos Sport, which manages sports buildings and facilities, and Matosinhos Habit, which handles residential buildings. Despite these companies already having some contact with Infraspeak, both see advantages in being more fully integrated into the platform

According to Pedro Machado, 'people are amazed' when they see the information available in each request and how the integration of Infraspeak with Power BI dashboards works. These capabilities seem to have captivated Matosinhos Sport and Matosinhos Habit.



Currently, Matosinhos Sport uses Infraspak for tasks like monitoring the water quality in municipal pools.

Matosinhos Habit reports issues near residential areas through Infraspak, and they're finishing up putting the company's asset data into the platform.

To get the companies fully working in Infraspak, they're figuring out how the companies' activities affect the whole municipality and identifying how many users need access to the platform. Pedro Machado and his team are working on this assessment.

Other challenges to overcome for the municipality of Matosinhos with the support of Infraspak

Just as Rome and Pavia weren't built in a day, Infraspak can't solve all its clients' problems overnight. The good news is that Matosinhos receives continuous support, and the tangible results are sustainable and long-lasting.

can't solve all its clients' problems overnight.

At the moment, there's a difference between the number of work orders created and the number of work orders completed, which indicates that there's still room for improvement.

Various reasons, both internal and external, can explain this mismatch, but two reasons include teams forgetting to close work orders and some problems being so complex that they can't be resolved quickly.

The next steps for this successful duo

We're proud that our clients feel that Infraspak is part of their own team. There's a sense of mutual support and that's why our relationship doesn't end at the implementation phase. Follow-up is permanent and there is always room to improve and incorporate new functionalities.



In the case of the municipality of Matosinhos, Infraspak and the client will now focus on preventive maintenance—an objective defined by analyzing the data provided by the platform and the work carried out with the Kaizen Institute.

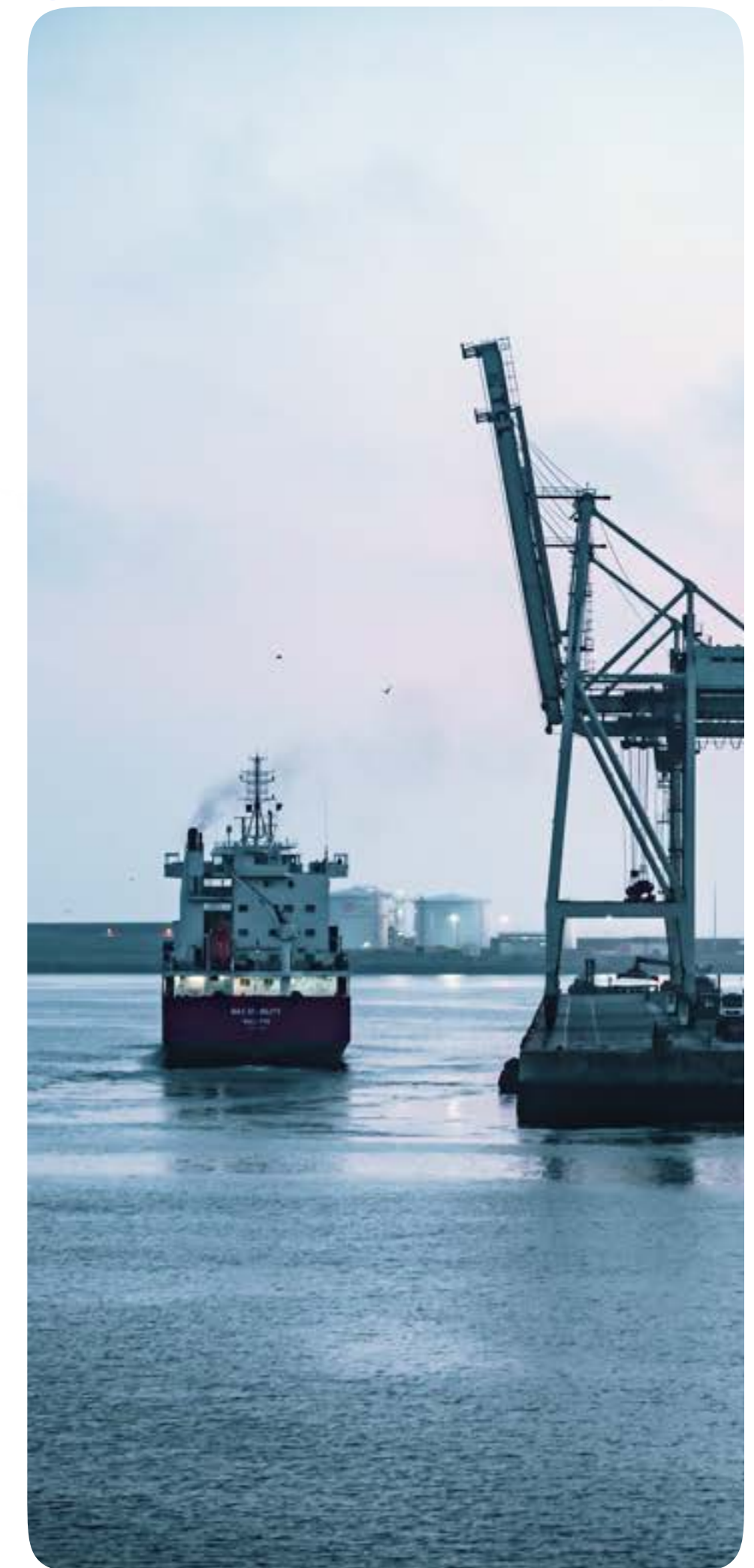
“(…) We realised that every year we had problems in certain buildings with leaks. So we realised that if we carried out a preventative task, we could ensure that this leakage never happened again. And that's what we're doing with a preventive maintenance plan managed on Infraspak. In the last year, there haven't been half as many problems with leaks as before,” revealed Pedro Machado, who hasn't yet finalised the costs, but believes that they have decreased considerably.

Another aspect that should gain importance is the integration of Infraspak with partner companies, such as some cleaning and other service contracts, so that the municipality has access to more strategic operational data.

Additionally, there's effort being made to complete all remaining digitalisation within two years, so that Infraspak can then implement it on other fronts of the Town Hall. In the words of Ricardo Teixeira, Director of the Conservation Department at Matosinhos City Council, 'with all this work having gone in to launching the project, we're going to start a new phase of work—the BIM phase and the digital twin, the great tool of the future. We want to be at the forefront, and we're working towards it.’

A story worth sharing

The relationship between the Matosinhos Town Hall and Infraspak has been so successful that Pedro Machado believes that this solution is capable of meeting the needs of other municipalities, as it is a true Intelligent Maintenance Management Platform that offers control, efficiency and transparency - such crucial aspects of public services.



e transparência — aspetos tão cruciais quando falamos de serviços públicos.



For me, Infraspak Network™ was one of the fundamental changes, as was Infraspak Gear™, which helped us manage and automate tasks. This is the future and the path I see.

— Pedro Machado, Head of the Municipal Buildings Division

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