

Global Brief

Star Factory Infrastructure Readiness - Wave 1

Initiative brief

 Readme

* Required information

- Star Factory Infrastructure Readiness - Wave 1
- Project details
- Phase 1: Envision - High level initiatives
 - First, let's start with the Problem space
- Phase 2: Strategize
- My tasks

Project details

Phase	<input type="checkbox"/> Envision <input checked="" type="checkbox"/> Strategize
Status	IN PROGRESS UNDER REVIEW APPROVED NOT APPROVED
Start Date	<i>Enter the starting date of your initiative, by clicking on the calendar icon below - when you started to work on different step of the initiative</i> 13 Feb 2023
Initiative Name	Star Factory Infrastructure Readiness

- 1.1. Reason
- 1.2. Benefits
- 1.3. Target users
- 1.4. Value proposition
- 1.5. Business goals
- 1.6. Challenges
- 1.7. Business metrics
- 1.8. Cybersecurity
- 1.9. Up to investment
- 1.10. Resources

- 2.0 Scope / Deliverables
- 2.1. Actions to complete
- 2.2. Users needs
- 2.3. Risk Analysis
- 2.3. Solvay One Planet Objectives

My tasks

- Enter your task here, using « @ » to assign it to a user and « // » to select a due date
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<p>Description of the initiative</p>	<p>Star Factory has defined 42 sites in the 2023 roadmap to initiate the implementation of the digital solutions . The deployment will be divided per waves . <u>This project is to cover wave 1 (14 sites).</u></p> <p>To support Star Factory ambition, local IT infrastructure bricks must be upgraded to ensure reliable connectivity, applications' performance and delivery of new industrial capabilities.</p> <p>The following domains require major upgrades</p> <ul style="list-style-type: none"> • Connectivity: <ul style="list-style-type: none"> • Site connectivity: <ul style="list-style-type: none"> ◦ all network devices older than 6 to 7 years, no more supported by manufacturers, must be replaced as it represents a high risk of cyber-attacks, production outage, and run in low performance ◦ Re-design work to fix recurring service interruptions, simplify, and optimize connectivity for people on sites accessing local industrial solutions or Google suite tools (including re-cabling) ◦ Extend Wifi coverage for administrative buildings • Internet connectivity: new technology offering redundancy and adjusted capacity (bandwidth) required for digitization (speed of connectivity to send/receive/collect data for manufacturing) • Workplace: <ul style="list-style-type: none"> ◦ Replacement of slow/broken end-user devices like computers, mobile devices (including ATEX) ◦ New meeting rooms (or refresh) with visio-conference equipment enabling true collaboration within and inter-sites • IT for industrial: <ul style="list-style-type: none"> • Increase of IoT antenas' coverage to collect additional data required for predictive analytics and dashboarding • Increase cellular (4G/5G) coverage for non-covered areas like outdoor or warehouses for mobile devices
<p>Domain & Product</p>	
<p>Requested Domain Journey / Platform</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Platf1- Data & Analytics & AI Platform <input type="checkbox"/> Platf2 A- Develop, Test & Deploy Platform <input type="checkbox"/> Platf2 B- Multi experience Platform <input type="checkbox"/> Platf2 C- Ent. Business Systems Platform <input type="checkbox"/> Platf3 A- Ecosystem Platform <input checked="" type="checkbox"/> Platf3 B- Hybrid & Cloud Platform <input type="checkbox"/> Platf3 C- Intelligent Asset Platform <input type="checkbox"/> Platf4- Info Security and Compliance Platform <input type="checkbox"/> Platf5- Workplace Platform <input type="checkbox"/> Journ1- Digital Customer Journey <input type="checkbox"/> Journ2- Digital Ops & Corporate Enablement Journey <input type="checkbox"/> Journ3- Digital Employee Journey <input type="checkbox"/> Journ4- Prepare the Future & Connected Research Journey <input checked="" type="checkbox"/> DTmng3- DT Enablement & Transformation

Involved Domain Journey/ Platform	<input type="checkbox"/> Platf1- Data & Analytics & AI Platform <input type="checkbox"/> Platf2 A- Develop, Test & Deploy Platform <input type="checkbox"/> Platf2 B- Multi experience Platform <input type="checkbox"/> Platf2 C- Ent. Business Systems Platform <input type="checkbox"/> Platf3 A- Ecosystem Platform <input type="checkbox"/> Platf3 B- Hybrid & Cloud Platform <input checked="" type="checkbox"/> Platf3 C- Intelligent Asset Platform <input checked="" type="checkbox"/> Platf4- Info Security and Compliance Platform <input checked="" type="checkbox"/> Platf5- Workplace Platform <input type="checkbox"/> Journ1- Digital Customer Journey <input checked="" type="checkbox"/> Journ2- Digital Ops & Corporate Enablement Journey <input type="checkbox"/> Journ3- Digital Employee Journey <input type="checkbox"/> Journ4- Prepare the Future & Connected Research Journey <input type="checkbox"/> DTmng3- DT Enablement & Transformation
Initiative Ownership	
Digital Technology Partner	Augusto Di Donfrancesco
Product Manager / Service Delivery	Goujard, Filipa
Roadmap & Key objectives	
Roadmap	Access the defined priorities
2023 Digital Technology Key objective	
Priority	<i>P1</i>

Phase 1: Envision - High level initiatives



Do

- Create Envision brief if the initiative is part of the validated roadmap
- Highlight roadmap value
- Request a budget for Strategize if you need one
- [Security scoring](#)
- [RADAR/SENTRI](#)

**Don't**

- Request platform resources if the business capability is already identified and clear
- Write portfolio epics, epics and user stories
- Identify squad resources

First, let's start with the Problem space

1.1. Reason

*** Why is this initiative proposed today?**

This initiative is proposed to support Star Factory reach their goal for digital/connected factories providing the IT infrastructure required for Digital maturity , to promote digital transformation, to foster innovation, to improve performance and to increase security.

1.2. Benefits

What are the new capabilities expected?

More reliable/supported network equipment, connectivity improvement ; new digital capabilities (use of IOT) ; better experience in meeting rooms, user satisfaction improvement regarding IT services, productivity improvement (less disconnection with increase of internet speed) ; guarantee infrastructure scalability and security, ensure service continuity in the event of network failure, wireless plant coverage extension (wifi, 4G/5G-public)

What will it replace? Is it a new solution or an existing one?

Obsolete LAN infrastructure (switches and wifi access points) , Non Connected meeting rooms.

This is enhancement of existing connectivity infrastructure

1.3. Target users

Who are the future users?

Augusta, GA
Baton Rouge
Collonges
DeerPark, TX
Green River, USA
La Rochelle
Marietta, OH
Rosignano
Saint Fons Spe
Torrelavega
Weland
West Deptford, NJ
Winder
Rheinberg, DE

What is the number of users impacted?

3200

What about the Business Needs?

1.4. Value proposition

What is the value of the initiative?

Business Values and items details

Business Value	User Cases	Solution / Program Service Category
B01.1	B01.1.1	On-premise Network Infrastructure (Network)
	B01.1.2	Redundancy, access services centrally in the event of a network failure on site
	B01.1.3	Fast fail network (backhaul in case of main Fiber optic line)
	B01.1.4	Enhance IT LAN architecture
B01.2	B01.2.1	Provide high quality network services to support critical applications
	B01.2.2	Ensure high reliability and delivery of critical reporting applications
B01.3	B01.3.1	Improve network, quality and user satisfaction level
	B01.3.2	Reduce network size while using network consolidation and optimization for example SD-WAN based on local
B01.4	B01.4.1	Improve connectivity speed
	B01.4.2	Improve QoS connectivity for better mobility
B01.5	B01.5.1	Improve connectivity for better mobility
	B01.5.2	Improve QoS connectivity for better mobility
B01.6	B01.6.1	Improve meeting experience
	B01.6.2	Collaborate with external partners
B01.7	B01.7.1	Improve meeting experience
	B01.7.2	Collaborate with external partners
B01.8	B01.8.1	Improve meeting experience
	B01.8.2	Collaborate with external partners

1.5. Business goals

How does the product / deliverable align with the business goals?

Every Factory in the group needs to be Star Factory by 2030 and to reach this goal all the IT infrastructure needs to modernize . This project is pre requirement for Star Factory.

1.6. Challenges

Are there any challenges in developing the product?

This is not product development. This is deployment of network/telecom Infrastructure.

Challenges:

- Dis-centralized Procurement
- Estimated Delivery time for the Hardware order is not accurate and can take more than 6 Months
- Lack of IT local support to help in the deployment
- Lack of engagement of the site resources to support the project and define the Business needs

1.7. Business metrics

How will we measure success?

- Network Performance improvement of the 3 main application
- Network Performance improvement of the 3 main user cases
- 90% of agreed area wireless plant coverage on the sites (wifi or 4G/5G public)
- 0% of Network equipment Obsolesces
- User experience/satisfaction with meeting rooms

1.8. Cybersecurity

Please duplicate [this template](#) in [this folder](#). Then, for the envision phase, answer to the initiative card tab and to the 7 high-level questions in the "Security Scoring" tab. These questions will help the SIP team to determine the level of cybersecurity & compliance support you will need. Please contact the team by email: @SIP_team@solvay.com

Form filled and approved for @Alexis Devillard

1.9. Up to investment

What is the coherent time to commit on the initiative?*

Estimated Delivery phase start date* 17 Apr 2023	Estimated Delivered end Quarter* Q4 2023 (depending on the Hardware delivery time)
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What is the coherent money to commit on the initiative?*

	2023 (in K€)*	2024 (in K€)*	2025 (in K€)
Estimated size of investment (high level)	5200 need 750k€ to work on strategize phase	1000	

What is the coherent run and build commit on the initiative?

Estimated run costs (estimation high level) - on 10Y (if already known) TDB	Type of savings expected /year for DT (Ex: Contracts, FTE, ...) TDB
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1.10. Resources

What skills and talents do we need?

Program Manager - Alessandra Costa Project Manager : @Philippe Guichard, Maha Mohammed , @Alexandre Moraes , Samuel Bradley , Tony Long user-3933b GNOLAN - @julien Maillet, user-e12d2 SDS - Site network specialist - Tech Lead - USA (@ Matthew Scheele), Communication Manager- PMO/Agile Champion -

1.11. Methodology to apply (refer for Accolade)

<p>Do you think if your initiative is compatible with a waterfall approachor with an agile approach?</p> <p><input type="checkbox"/> Agile model</p> <p><input checked="" type="checkbox"/> Waterfall model</p> <p><input type="checkbox"/> I do not know at this stage</p>
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If the initiative will be done in Agile methodology, please contact during the strategize phase [Nicolas LOVAGNINI](#)

Phase 2: Strategize



Do

- Identify portfolio epics and epics within each portfolio epics
- Create a document / slide / spreadsheet to build your epics and put a link in the brief
- Estimate experts and budget by portfolio epics or by increment
- Show SMART KPI (Specific, Measureable, Achievable, Relevant, and Time-Bound)
- Evaluate the impact on Solvay One Planet objectives



Don't

- Identify squad resources (naming)
- Write user stories

Now, we can move on to the Solution space

2.0 Scope / Deliverables

What is your list of scope if waterfall initiatives (technical, functional & organizational) / deliverables foreseen? What are your list of Epics if Agile initiatives?

We will implement the following scope in the sites in 14 sites mentioned in the session 1.3

Lan Obsolescence - Replace switches end of life/support until Dec/2023

Wifi Obsolescence - Replace wifi access point end of life/support until Dec/2023

Industrial Mobile Devices - Replace Industrial Mobile Devices end of life/support until Dec/2023 and provide new devices to support the site digitization

LAN modernization - modernize the LAN network landscape to add Redundancy and Business continuity

Wireless - Extent the wifi and 4G/5G public in the sites to the areas identified as required for Business growing

IoT - Deploy Lorawan Antenas to support the automation of the industrial production process

Meeting Rooms - Deploy Google Chromebox solution in the required meeting rooms

2.1. Actions to complete

Mandatory actions * (please contact them together if possible)		
Description of the action / task	Contact	Document & examples (please make your own copy and insert new link here)

<p>Contact each relevant pool lead to book resources in the capacity planning tool</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> GNOLAN , NAM Telecom @francois Souleau <input type="checkbox"/> PMs and Global Tech leader Raquel CANTARIM DE CASTRO Cunha, Leticia Pamela Lindemann Bruno Capelas <input checked="" type="checkbox"/> EMEA DSDS - Guy NEMORIN <input type="checkbox"/> NAM DSDS - Federico Nuñez <input type="checkbox"/> check once done to inform the contact RPIN, Florine 26 May 2023 A 	<p>ARPIN, Florine</p>	<p>Complete Capacity planning tool</p>
<p>Complete Accolade</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> check once done to inform the contact Claire Bazin 02 Jun 2023 <p>IT12347-SF iReadiness - Augusta IT12327 -SF iReadiness - Marietta IT12346-SF iReadiness - Welland IT12328-SF iReadiness - Winder IT12326 -SF iReadiness - Baton Rouge IT12349-SF iReadiness - Deer Park IT12342-SF iReadiness - West Deptford IT12350-SF iReadiness - Green River IT12329 -SF iReadiness - Saint Fons IT12348-SF iReadiness - Collonges IT12351-SF iReadiness - La Rochelle IT12345-SF iReadiness Rheinberg IT12343-SF iReadiness - Rosignano IT12344-SF iReadiness - Torrelavega</p>	<p>Claire Bazin</p>	<p>Complete Accolade</p> <p>All the projects created in Accolade</p>
<p>Review with Enterprise Architect the actual solution answering the objective</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> check once done to inform the contact Françoise BERGAME 15 May 2023 <p>Approval from ARB sent to PMO</p>	<p>Françoise BERGAME (Structure)</p>	<p>Complete Architecture Impact Analysis (AIA)</p> <p>ARB & AIA</p> <p>Presentation for Architecture</p>
<p>Check you have confirmed the involvement of each platform</p> <p>Email was sent and follow up done but none of the SDM reply .</p> <p>Email sent</p>		<p>Revert to SDM of each Platform</p>
<p>Identify security needs (Confidentiality, Integrity, Availability) and define security measures to be implemented by the initiative team</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> check once done to inform the contact Benjamin POISSONNET 19 May 2023 <p>The project was reviewed with Cybersecurity team and it was decided that SIP is not needed</p> <p>Email with evidence</p>	<p>Alexis Couchellou</p>	<p>Complete the security questionnaire in "SIP Support tool"</p>

<p>Support for budget estimation (via the Workload & Cost), Financial evaluation (Total Cost of Ownership over 10Y), saving validation</p> <p><input checked="" type="checkbox"/> check once done to inform the contact @Thomas Varchin 19 May 2023</p> <p>Review was done one May,30 but there is Decision that need to be taken related to the capitalization of the Labor what avoid us to fill up W&C in advanced</p> <p>Email with evidence</p>	Jill Wilson	<p>W&C: to be filled in to Accolade in preparation phase</p> <p>TCO over 10Y:</p> <p>xxxx - Business Case /Financial evaluation 10Y</p>
Optional		
<p>If any relation needed with a supplier</p> <p><input checked="" type="checkbox"/> check once done to inform the contact BLANCHER, Alexis 02 Jun 2023</p> <p>Alexis is aware.</p> <p>Email with evidence</p>	BLANCHER, Alexis	
<p>If it concerns a key supplier, a sourcing strategy has to be defined</p> <p><input type="checkbox"/> check once done to inform the contact Isabelle Auboeuf 06 Jan 2023</p>	Isabelle Auboeuf	NOT Aplicable
<p>If conformity by design is required</p> <p><input type="checkbox"/> check once done to inform the contact Emmanuelle Bureau 06 Jan 2023</p>	Emmanuelle Bureau	GMP (pharma), ISO
<p>If Data Governance is required: identify the business objects</p> <p><input type="checkbox"/> check once done to inform the contact Philippa de Glanville 06 Jan 2023</p>	Philippa de Glanville	Data Governance Strategie for Initiative Briefs

2.2. Users needs

What do users dislike about the current solution?

Applicable when a new solution is developed

<p>Network on the sites are slow</p> <p>They dont have a good wifi coverage</p> <p>They can not do on line meetings</p> <p>They can not start to be more effective in the Production due the lack of IT infrastructure on the sites</p>

What tools or features do your users wish to have?

Better internet connection

All site coverage with Wireless network

More reliable Local network that enabling Business Growth and Continuity

Meeting Rooms equipped with Technology that enable them to do real time , on line meeting

Collect their production data in an effective and automatic way

What value will it add to the user's lives?

Users will be able to focus in their business growing and SF roadmap because they will have IT infrastructure in place to support it

What alternative do we have?

No Alternative. All these solutions needed to be implemented to enable Star Factory growing Roadmap

2.3. Risk Analysis

What are the risks (refer to Risk analysis matrix in Accolade)?

Main Risks of the program is :

Site may not get the investment needed for the cabling/fiber modernization and the LAN modernization depend on it

Mitigation plan : All activities related to the LAN modernization and budget involved was moved to 2024 to enable the sites get their budget approved

Deployment may be impact for Po2 hard change freezing

Mitigation plan : No activities that impact production are planned inside the change freezing

2.3. Solvay One Planet Objectives

What is the qualitative assessment of Hardware/ Data processing/ Project's contribution to Solvay One Planet?

- Is the business ambition you will support improving or not sustainability? No
- Will you increase or decrease the number of hardware we need to operate? How much ? It will increase the Hardware in around 20%
- Will you generate or transfer an important amount of data, especially videos? How much? We are deploying around 120 Google Chromebox for meeting and it will increase the volume of Video traffic and also storage in case on line meeting being recorded