

12164 - Performance management - Deployment (Star Factory)

Project details

Phase	<input checked="" type="checkbox"/> Envision <input type="checkbox"/> Strategize
Status	UNDER REVIEW
Start Date	<i>Enter the starting date of your initiative, by clicking on the calendar icon bellow - when you started to work on different step of the initiative</i> 13 Jan 2023
Initiative name <i>ID Provided by DT PMO</i>	Performance management - Deployment (Star Factory)
Description of the initiative	<p>Deploy the standard Performance Management Solution to Star Factory sites.</p> <p>The first phase (in Q1) will be to reasset and possibly redesign some components of the standard solution. The project heavily relies on the Star Factory & Star Tek programs whose are not fully defined yet.</p> <p>Performance Management is a key element of Star Factory to unlock the potential of a production site by providing tools that give visibility about the current performances, deviations from the optimal, and, all in all take better decisions.</p> <p>(note: This is a follow-up of project 11296).</p> <p>Estimated budget in 800k€.</p>
Domain & Product	
Requested 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 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 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

Involved Domain Journey/ Platform	<input checked="" 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 checked="" 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 checked="" 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 type="checkbox"/> DTmng3- DT Enablement & Transformation
Initiative Ownership	
Digital Technology Partner	Didier Dago
Product Manager / Service Delivery	Gaëtan Frenoy Jean-Luc Rosse
Roadmap & Key objectives	
Roadmap	Manufacturing Operations
2023 Digital Technology Key objective	OEE debottlenecking
Priority	P1 Must Do

Phase 1: Envision - High level initiatives

Resources

- GDrive Project Folder : <https://drive.google.com/drive/folders/1mwXUyuv4GOSbzfFMQ30NKxULxymRZcOj>
- SIP : https://docs.google.com/spreadsheets/d/10gYGSUyZRSgXDdpiasV0ellYFpjjj_LZ5rSR5G3rhjk/edit
- RADAR : <https://drive.google.com/file/d/1gxI6B3mGH8lgWs8ROgLViYJqp3tkeqFg/view>

First, let's start with the Problem space

1.1. Reason

* Why is this initiative proposed today?

Performance Management is a key element of Star Factory to unlock the potential of a production site by providing tools that give visibility about the current performances, deviations from the optimal, and, all in all take better decisions.

1.2. Benefits

What are the new capabilities expected?

New Performance Management tools available for the selected Star Factory sites.
(note: actual list still to be defined)

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

Manual work or obsolete legacy solutions (according to the selected Star Factory site).

1.3. Target users

Who are the future users?

Main personas: Operators, Process Engineers, Production Engineers, Plant Managers
GBU & Sites: any GBU/sites selected by the Star Factory program (still to be defined)

What is the number of users impacted?

2000 end users (by end of 2023).
(note: 500 already in production today)

What about the Business Needs?

1.4. Value proposition

What is the value of the initiative?

- Better visibility on the current performances of a production unit (through KPI & Dashboard)
- Improve the interactions between all actors of manufacturing operations
- Better tools to track & follow-up actions
- Better user experience
- Ultimately improve production yields & debottleneck OEE

1.5. Business goals

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

- Increase process safety by sharing information in a common and standardized manner
- Increase production by having access to better information to take better decisions

1.6. Challenges

Are there any challenges in developing the product?

- Site legacy tools & procedures already in place require a strong change management
- Data is not always available or not structured properly
- Resistance to change
- Insufficient local network infrastructure

1.7. Business metrics

How will we measure success?

- User adoption (number of tenants activated in production)

1.8. Cybersecurity

Please duplicate [this template](#) in [this folder](#) . Then, for the envision phase , answer to the 7 high-level questions in the "Security Scoring" sheet. 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

1.9. Up to investment

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

Estimated Delivery phase start date*	Estimated Delivered end Quarter*
10 Jan 2023	Q4 2023

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)	800		

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

Estimated run costs (estimation high level) - on 10Y (if already known)	Type of savings expected /year for DT (Ex: Contracts, FTE, ...)
Estimated yearly impact : +200k€ (for licenses). To be fine tuned according to the actual list of sites to be deployed.	None

1.10. Resources

What skills and talents do we need?

<p>Internals:</p> <ul style="list-style-type: none"> • Thomas Monnet (project manager) • Natalie Wittick (performance management expert) • Armindo Carvalho (performance management expert) • Thierno Gueye (platform architect) <p>Externals:</p> <ul style="list-style-type: none"> • Morane Gybels (performance management expert) • Eliora Kawa (performance management expert) • Eschbach consultants (ad hoc consultancy)
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1.11. Methodology to apply (refer for Accolade)

<p>Do you think if your initiative is compatible with a waterfall approach or with an agile approach?</p> <p><input checked="" type="checkbox"/> Agile model</p> <p><input 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, Measurable, 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 the scope (technical, functional & organizational) / deliverables foreseen?

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)
Contact each relevant pool lead to book resources in the capacity planning tool <input checked="" type="checkbox"/> check once done to inform the contact ARPIN, Florine 06 Jan 2023	ARPIN, Florine	Complete Capacity planning tool
Complete Accolade <input checked="" type="checkbox"/> check once done to inform the contact Claire Bazin 06 Jan 2023	Claire Bazin	Complete Accolade
Review with Enterprise Architect the actual solution answering the objective <input checked="" type="checkbox"/> check once done to inform the contact Françoise BERGAME 06 Jan 2023	Françoise BERGAME (Structure)	Complete Architecture Impact Analysis (AIA) ARB & AIA
Check you have confirmed the involvement of each platform		Revert to SDM of each Platform
Identify security needs (Confidentiality, Integrity, Availability) and define security measures to be implemented by the initiative team <input checked="" type="checkbox"/> check once done to inform the contact Benjamin POISSONNET 06 Jan 2023	Fadi BECHARA	Complete" SIP Support tool "

Support for budget estimation (via the Workload & Cost), Financial evaluation (Total Cost of Ownership over 10Y), saving validation <input checked="" type="checkbox"/> check once done to inform the contact Jill Wilson 06 Jan 2023	Thomas Varchmin	W&C: to be filled in to Accolade in preparation phase TCO over 10Y: xxxx - Business Case/Financial evaluation 10Y
Optional		
If any relation needed with a supplier <input type="checkbox"/> check once done to inform the contact BLANCHER, Alexis 06 Jan 2023	BLANCHER, Alexis	
If it concerns a key supplier, a sourcing strategy has to be defined <input type="checkbox"/> check once done to inform the contact Isabelle Auboeuf 06 Jan 2023	Isabelle Auboeuf	
If conformity by design is required <input type="checkbox"/> check once done to inform the contact Emmanuelle Bureau 06 Jan 2023	Emmanuelle Bureau	GMP (pharma), ISO
If Data Governance is required: identify the business objects <input type="checkbox"/> check once done to inform the contact Philippa de Glanville 06 Jan 2023	Philippa de Glanville	Data Governance Strategise for Initiative Briefs

2.2. Users needs

What do users dislike about the current solution?

Applicable when a new solution is developed

What tools or features do your users wish to have?

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

What alternative do we have?

2.3. Risk Analysis

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

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?
- Will you increase or decrease the number of hardware we need to operate? How much ?
- Will you generate or transfer an important amount of data, especially videos? How much?