

Star Factory Methodology

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Playbook Objectives

The Star Factory Scale Leader is part of the corporate team and is responsible for deploying a Star Factory exercise on a site. This playbook describes how to set-up, structure & design a Star Factory approach on a given site.

This content is based on the experience of 2 pilot sites in the beginning of 2022 and is to be considered as a guide to successfully deploy Star Factory. As such, the deployment of Star Factory should be tailored to the specific situation of each site.

Star Factory Objectives

The chemical industry's right to operate is being challenged. Star Factory program equips our sites for the future addressing our key 5 business objectives in a systematic and scalable approach:

- **Safety** - Health, safety and security as a part of our DNA
- **Customer Satisfaction** - Delivering innovative, nature-positive products and services meeting clients expectations
- **Competitiveness** - Building over time leading-edge industrial benchmark on cost & order fulfillment
- **Sustainability** - Protecting the environment, preserving resources and fostering better life
- **Employee Engagement** - Teams engaged, upskilled, empowered and supported by the leadership in their daily work to help achieve their objectives. Incubator for future generations of talents

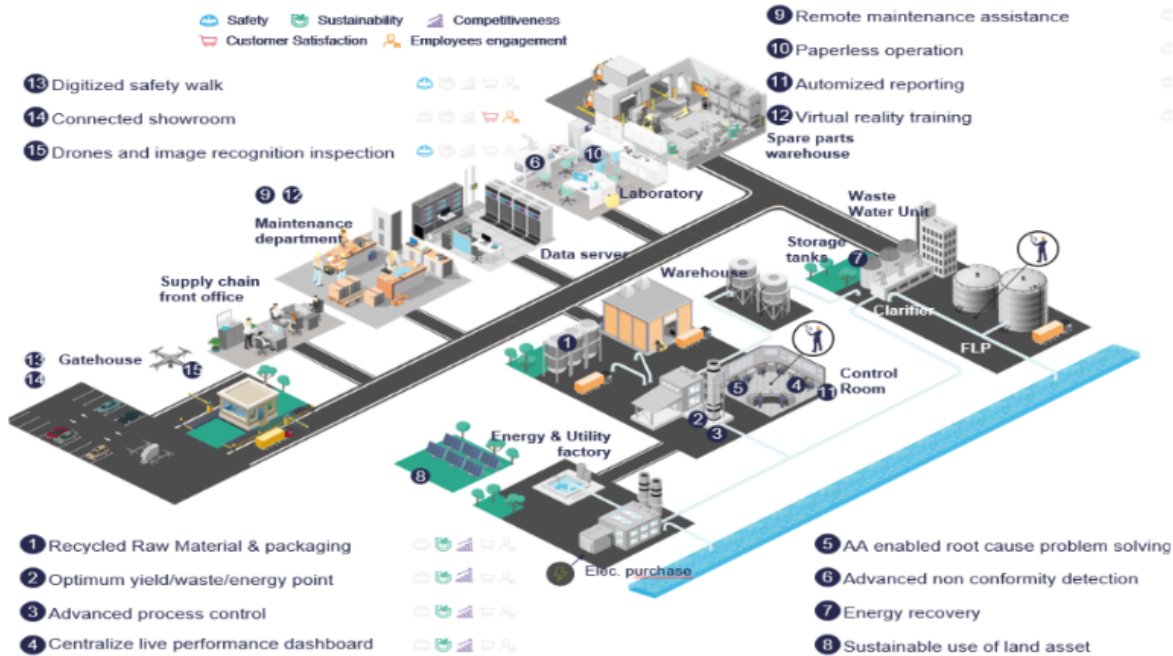
To achieve this ambition, the Star Factory approach is structured across **5 workstreams**:

- **Operational Excellence & Safety** - Lean fundamentals applied everywhere, and capacity plan tailored to the demand
- **Sustainable Technology & Process** - Going beyond compliance is a matter of survival
- **People & Capabilities** - Attracting and retaining talents, upskilling and transferring capabilities, while fostering diversity
- **Digital Foundations** - Digitalization of our sites to create value and support growth
- **Governance** - Setting up the governance & communication to sustain performance in time, including beyond the plant

On top of deploying fundamentals in these domains, Star Factory introduces **disruptive ideas** and **leverages internal and external partnerships** (see illustration for internal partnerships below).

Within the plant, Deploy additional disruptive technologies in the roadmap

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Implementation

Star Factory Scale leader orchestrates standard activities to prepare, build, and launch detailed design of the roadmap. Creating the roadmap along clearly defined and prioritized initiatives while setting up the adequate governance structure to start implementation is divided into 4 phases (see below).

	Preparation (off-site)	High-level assessment and design (on site)				Detailed design phase 1: Launch		Detailed design phase 2 + Start of implementation
	-8 weeks	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7-12
Activities¹	Definition of site vision Value stream mapping with pain points and identification of focus areas Data requests & working sessions to analyze data gathered Analysis of maturity assessment results Awareness session (onboarding site LT) P&C awareness & diagnostic Governance setup (incl resources / availabilities)	High level assessment & idea generation: Observations, working sessions on the focus areas to start idea generation	Structuration & prioritization: Workshops to review findings, select applicable levers and define macro-initiatives to get there and initial prioritization Assignment of initiative owners	Detailing of prioritized macro-initiatives: Workshops on business cases: detail of initiatives, i.e., impact, resources, CAPEX, technical options	Consolidation: Workshops to consolidate all initiatives into an integrated 10 years prioritized roadmap, alignment on resource and CAPEX needs	Definition of site workstream structure and governance Syndication of consolidated roadmap with group and GBU stakeholders	Launch of detailed design governance	Detailed design of L1 and L2 initiatives Start of implementation for L3 validated initiatives
Key milestones/ activities	Vision workshop (on site) Bootcamp #1	Site weekly review	Workstream consolidation session Site weekly review	Bootcamp #2 Workstream roadmap review session Site weekly review	Workstream final review Full 4-week review meeting	Syndication sessions Detailed design kick off	Bootcamp #3 Handover sessions corporate workstream leaders to site workstream leaders	
Deliverables	Site vision, KPI baseline & focus areas Maturity assessment results Initial data analysis (e.g., sustainable heatmap) Detailed agenda of the first 2 weeks	High-level assessment outputs	List of macro-initiatives by workstreams	Macro-initiatives: activities, resources needs, capex and impact	Consolidated roadmap, resources, capex, impact, KPIs targets	Adjusted consolidated roadmap (if needed) List of prioritized initiatives per departments and owner	SF Site Governance in place with clear priority initiatives and associated owners	End of phase key deliverables

¹. Activities per phase/week are guiding principles followed during the pilot phase. Key deliverables at the end of each phase are the requisites

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Playbook and Key Documents

- [Star Factory Scale Leader Playbook](#)
- [Star Factory Scale Leader Playbook - Appendix](#)
- [Template Folder](#)

Key Trainings:

Key contacts

- [Ward Blancke - Star Factory & Excellence Director](#)
- [Daniel Sullivan - PMO](#)

Linked pages: