

Empowering the Enterprise to Achieve Operational Excellence

By Naresh Kumar Surepelly and G. Ganapathiraman

Keywords

Analytics, ARC India Forum, Cloud Computing, Mobility, Operational Excellence, Power and Process Industries, Transformational Technologies

Summary

ARC's recent tenth India Forum on **Transforming Industry and Infrastructure through New Processes and Technologies** in Hyderabad, July 5-7, 2012, attracted over 250 executives from various process, power,

At the recent ARC tenth India forum, Rolta participated as a platinum sponsor. Pankit Desai, President, Rolta, through his keynote address explained the importance of new processes and technologies, and how these technologies help various industries in achieving OpX, and emerge best-in-class.

automation, and IT industries. Thought leaders from ARC, end-user, automation, and IT companies shared their views on various new processes and technologies during the forum. Rolta participated as a platinum sponsor, and Pankit Desai, President, Rolta, gave a keynote address on **Empowering Organizations to Achieve Operational Excellence (OpX)**. The company also showcased its expertise by

exhibiting its advanced manufacturing IT products and services for various industries.

Some of the key takeaways from Mr. Desai's presentation include:

- Importance of new processes and technologies for industries
- Need for OpX and its imperatives for industries in India
- Business analytics solution approach is key

Empowering Organizations to Achieve Operational Excellence

Desai defined OpX as a business goal to operate competitively and efficiently and derive the best value, while protecting people and environment. OpX is critical, especially in large, asset-intensive plants such as those found in the process manufacturing and power industries, in



which the operations phase is huge relative to the installation (project) phase. Besides projects, the core of each organization's value chain - excellence in operations, is the primary factor that propels process industries to expand and grow. Many industries have common business objectives such as achieving an incident- and injury-free workplace; minimizing environmental and process safety risks; maintaining competitiveness; optimizing asset utilization; and using natural resources efficiently. To achieve business objectives such as these, industrial companies need to align leadership and teamwork, and have both a positive problem-solving attitude and an unquenchable desire for excellence. He added, "If accuracy is the hallmark of perfection, excellence is the journey of success on the road characterized by perfection."

Operational Excellence Imperatives

OpX is a business goal to operate competitively and efficiently to derive the best value, while protecting people and environment. In this era of fierce global competition and growing regulatory compliance, OpX is a path that companies need to take to ensure growth and success. The question is not whether or not companies have OpX program built in their organizations, but how to drive it better than others.

Today, the world is awash with excess capacities and global companies are looking at India's strong, domestic-demand driven market. Most industry experts agree that India's manufacturing sector has slowed down on account of the unfavorable geo-political and socio-economic climate, and due to constraints in implementing state-of-the-art technologies on a continuous basis. Now, with more favorable socio-demographics, and various domestic (manufacturing and IT) products, India is better poised to grasp the opportunity for growth. Furthermore, combining India's leading IT skills with the strong domain and manufacturing expertise gathered in the recent years, would help accelerate growth initiatives.

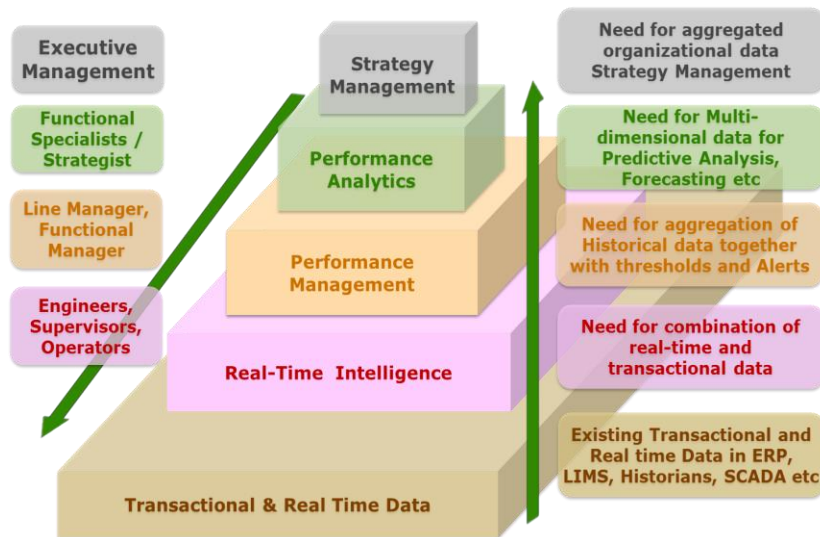
Achieving Operational Excellence

In the quest to achieve OpX, most companies try to minimize losses due to both tangible and intangible factors. The tangible factors include unplanned shutdowns and slowdowns, efficiency and yield losses, and quality and reliability losses. The intangible factors include delays in decision making, ineffective strategies, lack of collaboration, insufficient cross- functional visibility, non-compliance to practices, and non-value added efforts. The biggest challenges in eliminating some of these losses include: the inability to identify and measure; to get to the root cause; and lack of actionable information.

Industrial companies need to adopt a good business analytics solution that can provide the right information, from the right source, at the right time and to the right place/people, thereby reducing losses and enabling OpX.

Business Analytics Solutions Approach

In most organizations, data are trapped in various departmental solutions deployed over the years. The first step in deploying a good business analytics solution is to collate the information spread across multiple systems within the plant into a single repository. This would clearly need a



strong pre-built connector framework with the ability to readily access the data from the process historians, ERP (enterprise resource planning), LIMS (laboratory information management systems), custom applications, Excel spread sheets and other sources. And the data needs to be collated in a data repository/model that can allow easy analysis and

flexibility to enable users to “slice and dice” it as needed. Besides real-time structured/unstructured data and relational data, the data model also needs to ensure respective subject data stores and provision for easy querying.

Now, various analytic engines allow this information to be presented to various users from the field/plant level to the executive level in user-friendly formats on a variety of computing devices, such as PDAs, laptops, and mobile phones. Additionally, leveraging cloud computing with a good technology partner would permit organizations with multiple sites to collate and exchange best practices. This will enable users to make on-time decisions and monitor their performance against their KPI's (key performance indicators), thus improving individual and organizational performance.

In short, an enterprise business analytics solution should cater and align all the different roles/levels starting from operators/supervisors, line and functional managers, functional analysts/strategists, and executives.

The most important factor in such a solution is the industry specific domain knowledge and in-depth understanding. Building such business analytics solutions can be implemented in a very short period of time based on management commitment.

Desai spoke about Rolta OneView as an example of a product catering to the enterprise and operational analytics needs of the process and power industries. Desai also cited examples of successful implementations in the oil & gas and refinery industries. The example involved an **operational excellence and reliability intelligence solution** that collates 29 systems across eight customer refineries. The solution improvises **reliability clock reset time** by preventing unplanned shutdowns and saving substantial costs.

Conclusion

This ARC forum delivered a crystal clear message to the industries in India that the new processes and technologies will provide an opportunity for them to leapfrog and emerge as world-class businesses. According to ARC, companies such as Rolta and others are well positioned to help owner-operators across a variety of process industries in the quest to achieve OpX.

For further information or to provide feedback on this article, please contact your account manager or the authors at nsurepelly@arcweb.com/ramang@arcweb.com. ARC Views are published and copyrighted by ARC Advisory Group. The information is proprietary to ARC and no part of it may be reproduced without prior permission from ARC.