



Opportunity Assessment

Company Profile

Scada Systems Management assists its clients to transform their business operations through the use of Manufacturing Enterprise Solutions (MES). This is achieved using the following services:

- Opportunity Assessment
- Hosted Services
- Custom Solutions
- Solution Support
- Project Management

Full details of all of these service offerings are given on our website at www.scada.com.au.

Objectives & Deliverables

The purpose of the Scada Systems Management Opportunity Assessment is to determine to what extent your business may benefit from the use of Manufacturing Enterprise Solutions. Leading companies worldwide are reaping the rewards from the use of MES technologies, so you can too!

There are a number of factors that will influence the particular type of MES installation that is right for your circumstances. The Opportunity Assessment addresses the following questions:

- Strategic Match
 - Current IT infrastructure, development plans, capability and availability of personnel, stakeholder requirements, drivers for change, budget options...
- Functional Fit
 - Compare ISA-95 functions to local operations, identify barriers to change and improvement opportunities, highlight functional interdependence...
- Process Evaluation
 - Map production processes, identify hard & soft constraints and optimisation criteria, understand process metrics & variability, appreciate KPIs...
- Solution Options
 - Integration with other components, interfacing to business and control systems, software module applicability, timing and training requirements...
- Costs & Benefits
 - Revenue and capital costs, tangible financial benefits, competitive position, financing options, cost phasing, resource commitments, success criteria...

Getting answers to these questions ensures that the decision to proceed is done on a fully informed basis. This provides a firm basis for the success of the project and a return on your investment.



Premier Solution Provider



Assessment Process

The immediate tangible outcome of the Opportunity Assessment is a report. This is structured under the headings given previously. The report layout is standard but the content is specific to you.

Teleconference

Prior to embarking upon an Opportunity Assessment it is likely that you will have been exploring the technology options available to you. You may also have some awareness of the MES products on the market. This may be either a help or a hindrance depending on the quality of the information. The key objective of the initial teleconference is to ensure that the objectives of the Opportunity Assessment are understood and that they match the expectations of the stakeholders. Further to this, the timing, logistics and attendance for the site visit are agreed. It is important that all the required stakeholders are present for the site visit so that a representative view of the business can be obtained. Due to diary commitments there may be some weeks between this call and the visit.

Site Visit

The site visit starts with a brief launch meeting. This introduces the stakeholders, outlines both the objectives for the process and the expectations of the business and provides an opportunity to arrange meetings with each of the key personnel over the course of the coming two day visit. This is followed with an extensive plant tour. The sequence of interviews is dependent upon availability, but as early as possible after the plant tour it is important to map the production process and agree the operating metrics. The visit will end with a round-up summary for the stakeholders. The main purpose of this is to agree the arrangements for obtaining any missing information. Prior to the round up meeting a private meeting is held with the Project Sponsor to address confidential issues.

Missing Data

One of the reasons for constraining the site visit into a focussed time period is that it highlights how readily the business can obtain important operational information quickly. This is based on the premise that what is deemed to be important gets measured. The opportunities for improvement are more often than not contained in the gaps, overlaps, contradictions and comparisons related to what is currently being measured. This phase of the Opportunity Assessment process does not run for more than two weeks after the site visit to ensure that the report stays focussed on the primary outcomes rather than becoming an open-ended analysis. Limited data verification will take place. The Project Sponsor will be kept informed of progress and assist in the process where necessary.

Draft Report

A Draft Report will generally be available within two weeks after the site visit. This is delivered in person by the lead Scada Systems Management consultant to the Project Sponsor. This report uses broadly the same Microsoft Word format as the Final Report, but has two key differences: Firstly, it is the unexpurgated version. This lists all of the concerns and any barriers to progress that may exist. Secondly, it has an addendum that lists all of the issues with the data that may or may not have become available at the time of this report. Priority is given to those items of data that underpin the quantification of the opportunities for improvement that will become the basis of the business case. The main objective for the Draft Report review meeting is to agree the format for the Final Report.



Final Report

The Final Report will generally be available within a week of the review of the Draft Report. Since all stakeholders will be affected by the adoption of a Manufacturing Enterprise Solution it is important that they have the ability to buy into the process for the development of the investment case. This session is lead by the Project Sponsor and facilitated by the Scada Systems Management consultant. The format of the session takes the form of a presentation, which is an abstract of the Final Report. This gives focus to the workshop and provides the Project Sponsor with the opportunity to control the report circulation. The forum for review of the Final Report with the key stakeholders is a valuable opportunity to create buy-in and develop a pragmatic roll-out plan for the MES installation.



Source: London Business School

Next Steps

A detailed plan for the MES investment will be developed when a budget is secured. The final part of the Opportunity Assessment process is to plan how to secure the budget. This follows on immediately after the Final Report review forum with the key stakeholders. The Final Report will have made recommendations for implementation, but these will inevitably be modified due to the input from the stakeholders. It is important that the business case that is submitted is based on realistic commitments regarding the availability of resources to carry out the MES installation. Although the Project Sponsor would have been kept apprised of the likely investment requirements throughout the process, it is inevitable that there be some time required to secure a budget. The timing of this process will also have an impact on the availability of appropriate project resources.

Project Planning

The Opportunity Assessment is a paid for service since it has valuable deliverable that a customer is at liberty to use as they will. Much of the content in the Final Report forms the basis of the material that is needed at the start of a Hosted Service or Custom Solution installation. The costs involved in the Opportunity Assessment are offset against the subsequent project and increase its effectiveness.