INDUSTRY 4.0 NETWORK SITE VISITS
30 SECONDS

Leadership Competency – knowing what's possible and what questions to ask.

The profile

30 SECONDS Limited is a manufacturer and marketer of task specific cleaning products. They manufacture in Matamata, New Zealand and export to a number of countries globally.

Their range of chemical cleaning products target both outdoor and indoor cleaning tasks with the highest efficacy standards and are used by both private customers and commercial cleaners alike. 30 SECONDS manufacture a highly effective range that includes solutions for outdoor cleaning of decks, driveways, houses, paths, roofs and windows, and indoor cleaning of kitchens, bathrooms, showers, windows and mould, and the degreasing and cleaning of BBQ's, grills, tools and workshops, and have been operating in New Zealand since 1993.

30 SECONDS believes in improving lives by making cleaning easy and effective, through manufacturing affordable, innovative, accessible, task specific cleaning products that do the job well for all their customers!

The Objective:

James Pearson took over 30 SECONDS as CEO less than three years ago and quickly established a vision of a data driven enterprise. Having seen in previous roles what this approach could deliver, the aim was to ensure the right members of his team had access to accurate data, when they needed it, to support decision making and continuous improvement. Previously, communication in the team had centred on challenging the accuracy of the data rather than on the opportunities for continuous improvement it was highlighting.

As a business with significant growth opportunities in export markets and with ambitious strategic goals, it was important that James could remove himself from daily operations to spend time focussed on delivering these objectives. James didn't want to put pressure on his team to deliver ever increasing production outputs without first providing them with the tools that would allow them to succeed i.e clear performance data.

James' first objective therefore settled on establishing this data driven approach.

The Challenges:

There were two specific technologies on which the data driven approach would centre, the ERP system and real time performance data from the manufacturing line.

The 30 SECONDS ERP system was rolled out relatively recently, but wasn't providing suitable visibility to the team of production plans or shipping requirements. The relevant reports and screens were not available to provide timely insights, and the functionality was causing significant manual input to achieve reliable production and procurement plans.

The second technology was the deployment of real time data and dashboards for the production team, which also experienced numerous difficulties. With legacy controlling equipment on the shopfloor restricting data flow to the cloud, it became a time consuming and distracting task to achieve the original objectives.

Why did they face these challenges?

In both cases a significant transformation of processes and thought patterns was essential to deliver the outcome. To understand where challenges occur in these transformations, it can be valuable to use change management models to help exemplify where these obstacles occurred. Although there are numerous change management models – the classic model below is the most illustrative option here.

Ultimately 30 SECONDS was trying to deploy new technologies in their business to increase their Industry 4 maturity, however they were missing some of the key ingredients to implement a successful and sustainable change. In particular, the resources and skills to deliver the desired outcome.

In both the ERP deployment and the real time dashboard project, 30 SECONDS can now reflect and identify that they didn't have all five ingredients required to deliver successful change. In both cases, although a high-level vision of a data driven enterprise was established – a more detailed vision for each individual project and what it would specifically deliver was not clearly defined. Coupled with the specific skills lacking from the project teams (including solution providers), it was unlikely the desired outcome would be achieved.

A couple of specific examples at 30 SECONDS help to illuminate why they had challenges in their deployment.

In trying to establish a real time data feed from their

machine to provide insights to the production team 30 SECONDS didn't clearly communicate an action plan with the initial solution provider to detail specific deliverables and timeframes required – meaning both internal and external stakeholders weren't clear on exactly what they were trying to achieve, leading to the knock-on effect of over complicated solutions.

On reflection a clear vision for what was required, and resources needed was missing from the ERP implementation project, leaving gaps in their process and integration which are now filled by manual intervention by the administrative team. In addition, the necessary level of experience and resources from relevant previous implementations was missing, all contributing to a suboptimal outcome for the package.

The solution:

When deploying technologies in their business, 30 SECONDS have taken learnings from their previous experiences and now have some standard practices they use to ensure that future deployments are successful.

The first of these methods is to Go.Look.See. Identifying a business who has deployed a similar technology, or that has similar challenges to understand the approach they followed, the success they had and most importantly the lessons learnt that could benefit the roll out. It can be difficult to identify a business that is not a direct competitor and has similar technologies, which is why tapping into business networks can be essential. In particular the Network of Site Visits programme and the Industry 4 Demonstration Network as a whole are endeavouring to connect as many businesses as possible during the face to face site visits, webinars and case studies. All these resources are available to view or sign up for on the Inudstry4.govt.nz website. Furthermore, getting in touch with any of the Industry 4 Demonstration Network members to enquire about suitable businesses can be an easy way to connect with possible comparative companies (with approvals from all required parties).

Where it isn't possible to Go.Look.See to understand the optimum deployment of a technology, taking part in the Mobile Showcase or Network Site Visits could help to close this gap by interacting with technology experts from the associated organisations that run these events, or by meeting business leaders facing similar challenges.

Another key aspect to ensuring any changes are successfully deployed is to have a clear vision – in 30 SECONDS case the high-level vision of a 'Data Driven Enterprise' was established, however this clarity wasn't projected on to each technology deployment. In short, all team members (including external service/solution providers) were not clear on the specific outcomes expected from each technology. To resolve this, as with any significant continuous improvement project, developing a brief or scope the details the objectives and key deliverables in a specified timeframe is invaluable. SMART objectives are a good starting point for writing a good brief.

Finally following a formal vendor process to get multiple comparative quotes for delivering a specified outcome, can shed light on what different solution providers deem as critical and can highlight gaps in your own scope. In particular it can also provide opportunity to be challenged on why you wish to deploy a certain technology. Often as business leaders, our understanding of what is possible through technology can become quickly outdated – meaning exposure to communication with solution providers can broaden our perspectives ultimately leading to a better outcome. In short, it may be that new technology makes it simpler or cheaper to achieve a specific outcome than originally thought.

Overall, 30 SECONDS have identified a series of opportunities to improve their readiness and leadership approach to deploying technology, and generally how they manage change.

Key Take Aways:

- Setting a clear vision of the outcomes can be supported by Go.Look.See, individually or through the Industry 4 Demonstration Network, at companies facing similar challenges.
- A SIRI Assessment can provide a common language to communicate with solution providers.
- A formal vendor process can widen your perspective on how to achieve the project objectives and act as a gap analysis for your original scoping.
- Setting a vision and specification for the desired outcomes and agreeing these with any providers upfront is essential to give clarity around the expected deliverables.

About the site visits & Industry 4.0

The purpose of the Demonstration Network is to drive uptake of Industry 4.0 technologies among New Zealand manufacturers with the aim of increasing their productivity and global competitiveness. The Network of Site Visits (NSV) are part of the Industry 4.0 Demonstration Network, which also includes a mobile showcase and smart factory showing cutting-edge industry 4.0 technologies in action. The NSV takes selected companies through a fully-funded assessment process to help them accelerate their own journey towards Industry 4.0, and sees them share their knowledge with other manufacturers.

Further **questions?**

To find out more please contact the EMA or Frank Phillips at LMAC

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