Restarting *Operations* after the Shutdown
Today's presentation is being recorded

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Please submit questions via the Questions Panel
Restarting *Operations* after the Shutdown

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Typical challenges we hear from companies

A complete shutdown of the entire operations and supply chain creates a completely new situation, with limited applicability of lessons learned from past ramp-ups.

“How do we plan within the supply chain, knowing that for instance material transport is impeded due to border controls or closures?”

“How can we plan customer demand reliably?”

“How do I adjust and prepare my production processes so that they consider new health requirements, but also enable me to ramp-up production again?”

“How do we monitor the health of our employees, while at the same time having accurate workforce numbers to plan the production restart?”

“How do I achieve visibility on the status of my suppliers knowing that they are facing the same challenges in restarting production again?”
In order to prepare the operations and supply chain for the restart and subsequent ramp-up, a few key levers need to be addressed – we provide “ready-to-deploy” solutions to do that!

**Selected key levers to prepare the restart and ramp-up**

1. **Restart Diagnosis**
   - Quick restart readiness assessment to identify status and risks for the restart.

2. **Workplace Readiness & Health**
   - Preparing workplaces and processes for the restart and establishing company-wide employee health monitoring.

3. **Restart Simulation & Planning**
   - Simulating restart & develop scenarios to identify risks of the network including operations, suppliers & customers.

4. **Restart Task Force**
   - Support stabilization of administrative and production areas and processes with designated cross-functional teams.

5. **Supplier Risk Monitor & Tiger Teams**
   - Assess status and risks of priority suppliers and support their restart with designated teams.
Prior to initiate planning and subsequent execution of the operations and supply chain restart, we recommend a readiness assessment along four key dimensions: process, parts, people & plant.

**Heatmap based on 4P - Restart Readiness Health Check**

### Restart Readiness

**Process**
- Ramp-up scenarios defined
- Critical processes identified and monitoring in place
- Roles and responsibilities defined & confirmed
- ...

**Parts**
- Critical parts for ramp-up identified
- Parts availability from warehouse and suppliers assessed
- Supply chain transparency also for 2nd and 3rd tiers given
- ...

**People**
- Required workforce available
- Workforce trained for restart
- Employee health testing and monitoring in place
- ...

**Plant**
- Infrastructure prepared for restart
- Production equipment available and read to produce
- Special regulatory measures to protect workforce in place
- ...

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**Important considerations…**

### on critical categories, such as:
- Availability of qualified staff
- Synchronization of material demand and supply
- Process stability in case of volatile volumes
- Effectively working deviation processes

### on COVID-19 specific conditions:
- Daily infection testing of employees
- Arrange shift and break planning in order to avoid large crowds
- Reduction of production volumes and thus cycle times
The restart and subsequent ramp-up needs to be done under special health conditions. Significant adjustments to the value stream of the production line needs to be made to meet (legal) requirements.

**Value stream (simulation)**

- Workstations adjusted to ensure distance
- Daily health checks prior/post work shifts and centrally stored in health monitoring platform
- Holistic health monitoring with RestartNow platform as a basis for production and shift planning
- Production processes Adjust cycle times in production to account for reduced workforce
- Production planning Support optimal planning based on the current infective situation

**Overall KPIs**
- 28% Overall FTT
- 5.5 days Lead time
- 27% Overall OEE
- 776 s Post time

**Deep Dive | Workplace Readiness & Health Monitor – Production Line Adjustments**

- Demand 139 Units
- Overall OEE 28%
- Overall FTT 5.5 days
- Prod. time 776 s
- Overall KPIs
  - Daily health checks at the entrance of building
  - Workstations adjusted to ensure distance
  - RestartNow Digital health platform
  - Less employees in the line
  - Impacted performance
Pragmatic and effective solutions are necessary to ensure the health of employees. Besides making adjustments to workers’ paths into the factory and work stations in the factory, RestartNow provides holistic health management real-time.
Keeping employees healthy is crucial and requires proper planning and execution – our integrated health platform “RestartNow!” enables companies to do that!
Besides preparing for the restart on plant-level, our simulation approach defines scenarios on the overall network-level to identify potential risk areas and unpredictable events within the supply chain.

Deloitte’s simulation addresses some key questions, such as …

“Which KPIs are affected when the scheduled restart date cannot be met?”

“How is fluctuating customer demand affecting the stock level and working capital?”

“What is the expected delay in production?”

“Which parts or suppliers are causing bottlenecks in the supply chain?”
Our simulation tool can be set up fast and offers simulation capabilities to validate restart and ramp-up plans.
The dashboard shows key KPIs and illustrates the impact of critical events within the supply chain.
A multitude of topics and activities before and during the restart and subsequent ramp-up require full visibility on status & risks and effective cross-functional management.
Deloitte Tool Suite for your restart and subsequent ramp-up (Selection)

Our restart and ramp-up tool suite consists of “ready-to-deploy” approaches and tools, which are fully adaptable to remote working situations.

### A. RESTART DIAGNOSIS

**Activities:**
Quick restart readiness diagnosis to identify status and risks for the restart.

### B. RESTART TASK FORCE

**Activities:**
Deploying cross-functional task force to manage restart efforts, especially in production.

### C. 360° WORKING CAPITAL MONITOR

**Activities:**
Deploying AI-enabled 360° working capital monitor for transparency and potential optimizations.

### D. SUPPLIER TIGER TEAMS

**Activities:**
Deploying tiger teams for key suppliers to assess status/risks and support restart/ramp-up.

### E. PREDICTIVE QUALITY

**Activities:**
Analyzing quality issues and deploy predictive quality analytics to prevent failures.

### F. DIGITAL LEARNING FACTORY

**Activities:**
Deploying digital learning factory pilot to train employees for restart/ramp-up.

### G. SUPPLY CHAIN CONTROL TOWER

**Activities:**
Setting up real-time supply chain monitor regarding status across plants, suppliers and customers.

### H. RESTART SIMULATION & PLANNING

**Activities:**
Simulating the restart and ramp-up of the entire supply chain and develop scenarios.

### I. WORKPLACE READINESS & HEALTH

**Activities:**
Integrated digital platform to drive employee health and continuously monitor status.
The most popular solution in Canteens of our plants and our Suppliers proposed by employees
How to **proactively move** on in such difficult situation with **agility**

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<tr>
<th>SE China Covid -19 Steering Committee since Jan 25th</th>
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<td>Chief Finance Officer</td>
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### Internal

<p>| | |</p>
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<th></th>
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<td>I.1</td>
<td>All Functions Fight Together</td>
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<tr>
<td>I.2</td>
<td>Learning &amp; Wellbeing</td>
</tr>
<tr>
<td>I.3</td>
<td>Plants &amp;DCs Work-Resumption</td>
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<tr>
<td>I.4</td>
<td>Agile Communications</td>
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### External

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<td>E.1</td>
<td>Continuous Serving Our Customers</td>
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<tr>
<td>E.2</td>
<td>Partners/Customers Training</td>
</tr>
<tr>
<td>E.3</td>
<td>Suppliers Work-Resumption</td>
</tr>
<tr>
<td>E.4</td>
<td>Seamless Collaboration from End-to-End</td>
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