

People – Led Digital Transformation

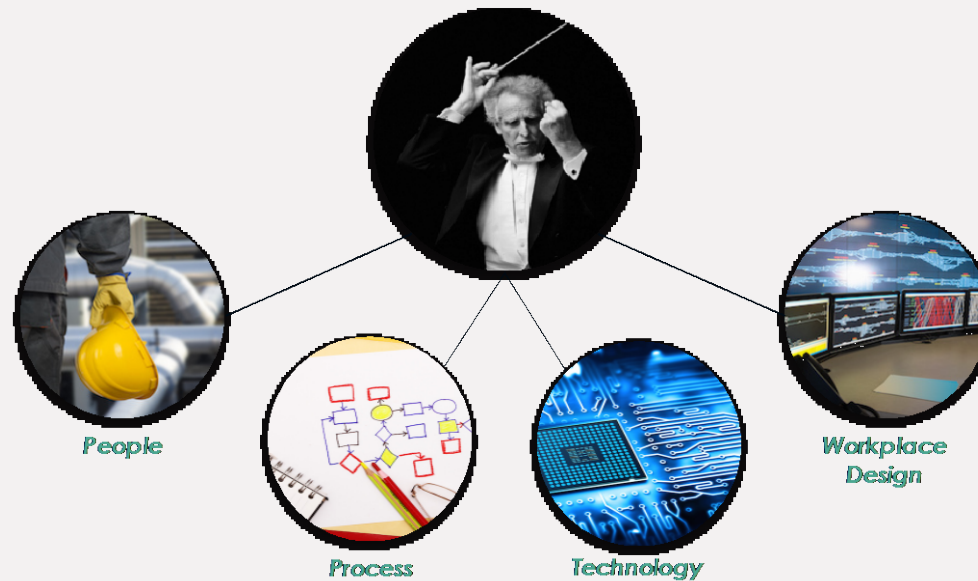


–integrated
operations
experts.

Defining Integrated Operations

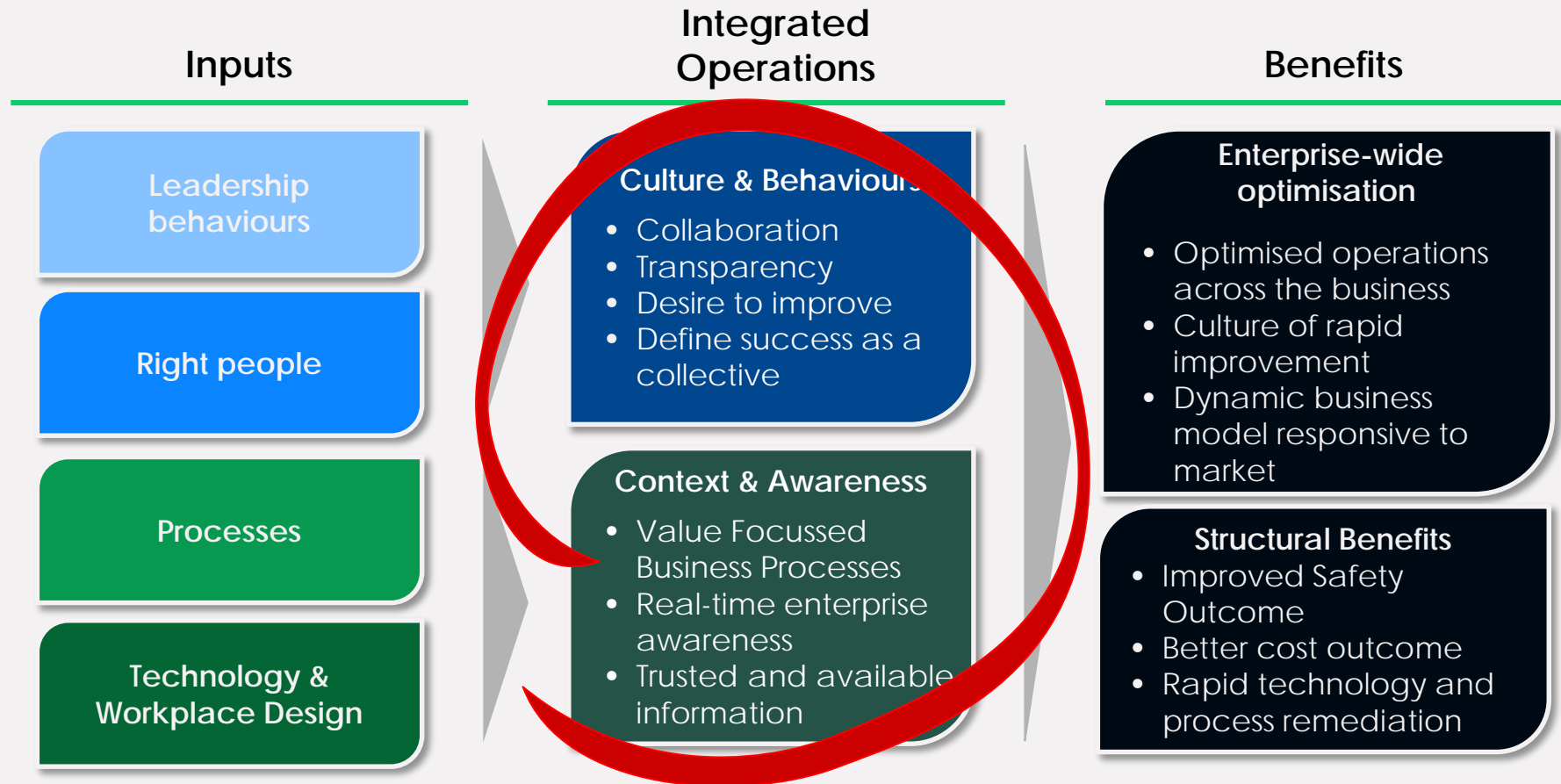
Integrated Operations – Your Value Chain Conductor

The conductor *maximises* the way in which an operation, or group of operations, *is operated* in order to *extract maximum value* for the organisation.



Achieving enterprise-wide optimisation of value chains through creating the *right culture*, displaying the *right behaviours*, and empowering people by providing the *right context and awareness*.

The Global Integrated Operations Framework



How can we ensure that the highest quality decision is consistently made?

Decision making systems **are emergent**

Information and Digital

People / Culture



Integrative

"We need to understand the best way forwards"

Collaborative

"We don't move forward until everybody is engaged & happy"

Performance

"I have a target to meet - you need to get out of my way"

Compliance

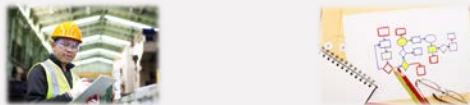
"We need to keep our noses clean and follow the process"

Take Charge

"I don't care what the others do - when you work for me, you do it my way"

Tribal Thinking

"I dunno, I just got told that was the way it worked"



Systemic, integrated decision making is difficult to develop

But it is absolutely required to unlock the benefits of IO

- Systems Theory was only identified in 1968
- Researchers estimate that only ~10% of the population prefer to work in an integrated or collaborative fashion*
 - But, we know that most people have the capacity to develop
- Technology's capacity is emerging, but still struggling to support higher levels of decision making

The right people are better capable than the technology today!

What do we mean by “People-Led Digital Transformation”

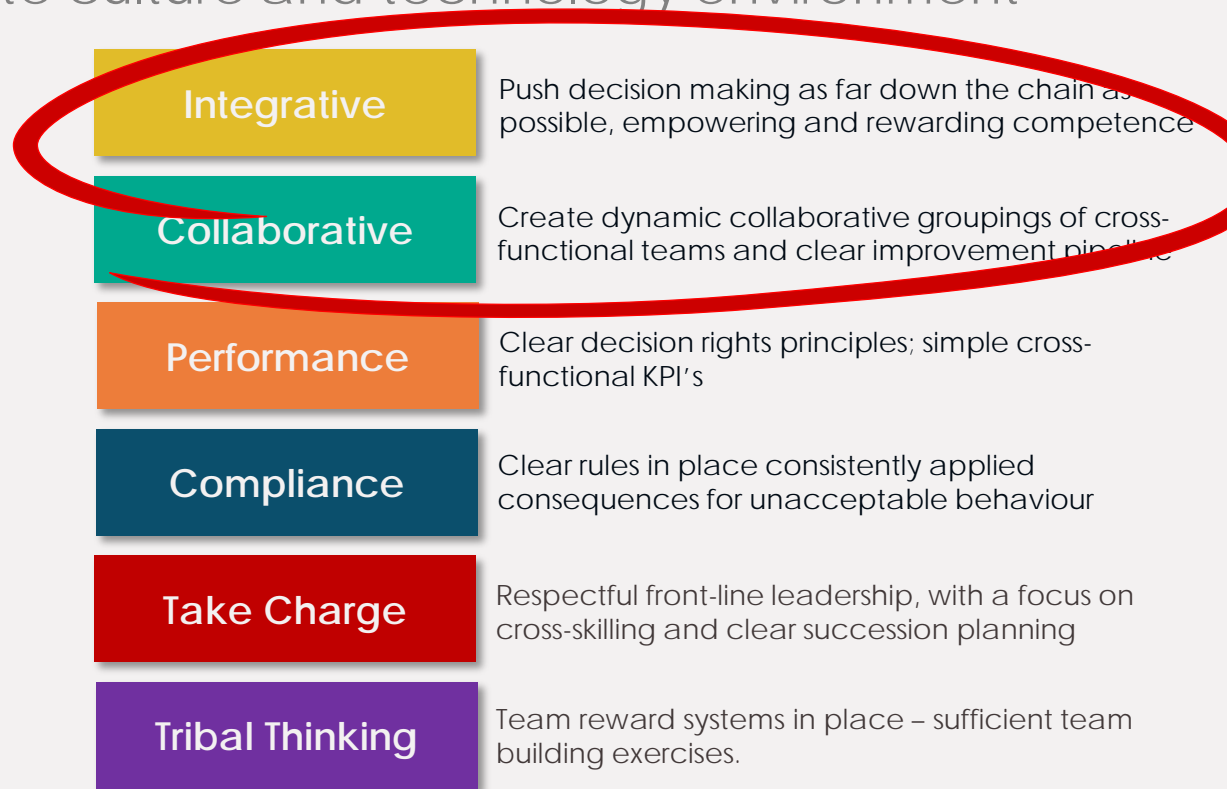
Almost 75% of IoT Projects are failing*!

- “Root Cause” analysis suggests the usual culprits
 - Collaboration between IT & Business
 - Technology-focused culture
 - Lack of expertise
- Can this explain the majority of these failures?
 - If only 10% of the general population are comfortable working in these new ways, what chance does the project have?

How can we connect the right people with digital initiatives?

Setting up for Systemic Decision Making

- Understand your corporate culture and technology environment
 - How big is the job?
- Create an environment which recognises and supports healthy decision paradigms
- Be unrelenting in ensuring that you have the right leadership to drive and sustain the change



Strong engagement between integrative decision makers and digital teams is the recipe for digital success!

The **benefits are significant** when you get this right

Benefits experienced by a hard rock miner include...



- ~10% crushing plant utilisation increase by choke feeding
- ~30% increased excavator production from benchmarking best practice across all operations
- ~10% crushing plant processing rate uplift from increased conveyor speeds and improved control systems logic



- ~30% increase in the number of train departures per day
- Centralised coordination of track maintenance has doubled productivity
- ~25% reduction in train journey time



- ~20% increase in car dumper utilisation through regular train presentation
- ~50% reduction in electrical delays from improved port maintenance systems



- Multiple hundred million NPV benefits – combination of avoided capital (accommodation) and FIFO opex savings
- Reduction in opex by realigning to "right-sized" teams
- Access to deeper pools of skills e.g. 350-500 highly-skilled applicants for roles in operations centre;

Integrated Operations has been a major contributor to unit cost reductions of 20% since implementation

-thank you.

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