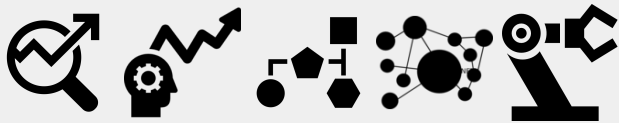




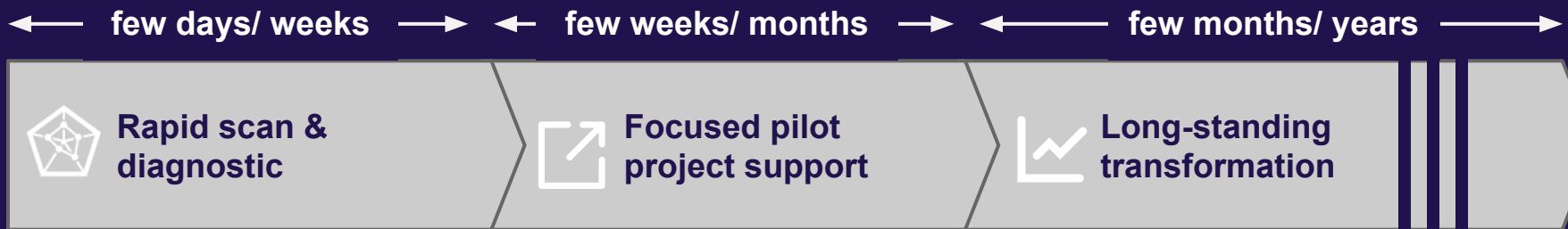
Industry 4.0 requires organisation



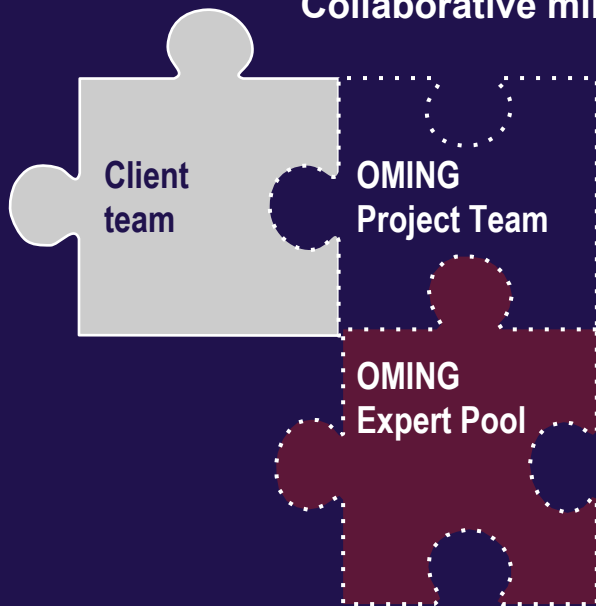
Industry 4.0

Five mature techniques to transform
your company in a factory of the future

OMING supports its clients on three types of projects with very flexible team setups



Collaborative mindset



Flexible Time/ Size/ Expertise support

- Short, medium or long period of time
- Stand-alone or with variable team
- Subject matter experts, project managers and/or business analysts

Dedication




End-to-end delivery

Expertise

We do project sourcing as well as recruitment & staffing

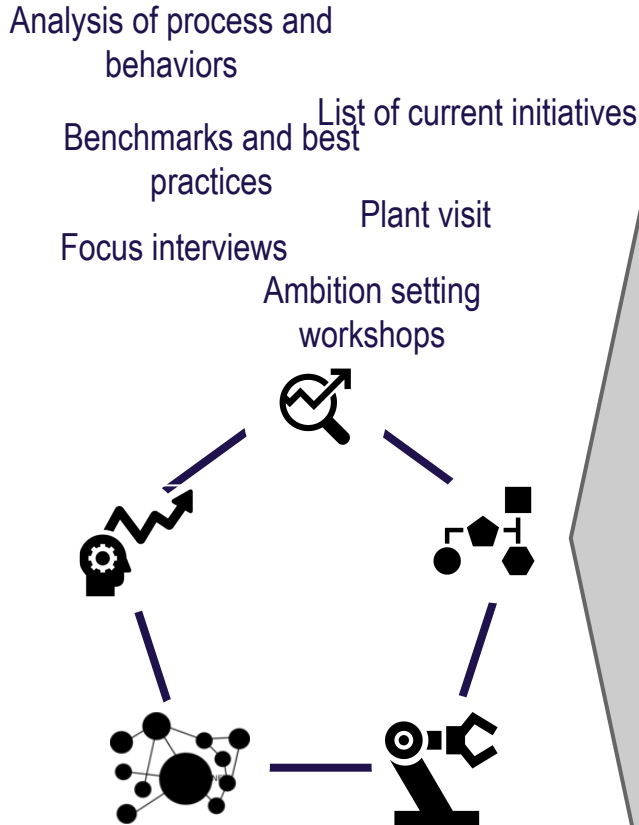
We build very structured projects with concrete deliverables



	Rapid scan & diagnostic	Focused pilot project support	Long-standing transformation
Objective	 Explore and identify potential opportunities	Define the roadmap and prove financial impacts	Drive successful & sustainable implementations
Activity	 <ul style="list-style-type: none"> ▪ Visit and analyse facilities and offices ▪ Consolidate initiatives and best practices ▪ Communicate and align with key stakeholders 	<ul style="list-style-type: none"> ▪ Structure, launch and monitor rapid prototypes ▪ Assess feasibility and effort of implementations ▪ Mobilize and align on vision & governance 	<ul style="list-style-type: none"> ▪ Ensure day to day delivery of the project team ▪ Follow-up medium and long term planning ▪ Report to steering committee
Tool	 <ul style="list-style-type: none"> ▪ Benchmarks, interview guides and workshops 	<ul style="list-style-type: none"> ▪ Ad Hoc tools and techniques, working groups 	<ul style="list-style-type: none"> ▪ Vision, agile briefing, detailed planning, focus reporting
Key success factor	 <ul style="list-style-type: none"> ▪ Availability of key stakeholders 	<ul style="list-style-type: none"> ▪ Right scope, agile and experienced project team 	<ul style="list-style-type: none"> ▪ Strong sponsorship and employee mobilization
Deliverable	 <ul style="list-style-type: none"> ▪ Maturity assessment against benchmarks ▪ Consolidation of as-is initiatives ▪ List of pilot projects to be launched 	<ul style="list-style-type: none"> ▪ Roadmap, business cases, feasibility assessment ▪ Lessons learned from pilot projects and scale-up potential ▪ Proposed governance and organisation 	<ul style="list-style-type: none"> ▪ Project team mobilization and follow-up ▪ Planning and performance monitoring against KPI ▪ Steerco reporting and project adjustments



A rapid scan & diagnostic brings insights on several dimensions



Agile & Operational Excellence Mindset

Assessment on several dimensions ...

People

Voice of customer, 5S, practitioner, training, toolbox, vision, behaviors, stakeholder engagement, standardization, CI culture

Process

Value stream mapping, waste elimination, demand reduction, optimized flow, pull system, lean design program

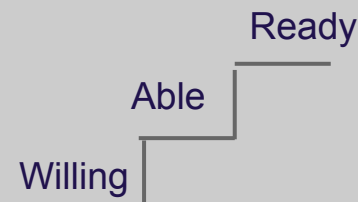
Organization

Excellence center, measurement & reporting, quality assurance, organization design, performance management

... to position the company on a maturity level

Standard maturity assessment

Critical Elements & Deliverables	No Compliance	Most Compliance	Medium Compliance	High Compliance	Complete Compliance
Value Stream Mapping & Baselineing					
Map processes that have been identified and are supported by SOPs & Control Plans				X	
Control Plans include change instructions				X	
Value Stream Maps have been developed for the processes to indicate areas of interest and control for					X
Measurement of process results in real time and linked to key SOPs			X		
There is a common and agreed method for monitoring process results by SOP Owners				X	
75% of data is	0	0	2	8	4
SOP Status of Priority Element					
Voice of the Customer					
Customer needs for products & services Customer Needs are VOP Customers, A/B/C Segments and Specifications of products and/or requirements are shared internally by Voice of the Customer			X		
Specifications of products and/or requirements are shared internally by Voice of the Customer			X		
Value to our customers that we need to provide the market needs are known		X		X	
There is an understanding amongst staff of the market in which we work and the customer experience			X		
The work systems could be modified, enhanced and expanded to meet special customer needs					





The focused pilot projects are developed with agile methodology and rapid prototyping

Key Business Drivers

- Business Agility
- Reduced Time-to-market
- Cost Reduction
- Higher Visibility
- Better Adaptability
- Higher Business Value
- Lower Risk

Key principles

- The project planning is based on one week sprints and product increments
- The team has daily short stand-up team meetings to discuss product advancement
- The team members are fully committed to the success of the project
- After each sprint the whole team presents the products to the project sponsor
- After each sprint the team does a retro meeting to learn from the issues of the previous sprint

Team organisation

- Project manager is on site close to the project sponsor
- Sprint planning & daily briefing attended by all members
- Members jointly do sprint planning and share common sprint backlog

The long-term transformation is based on few guiding principles



Formalise a realistic and pragmatic vision

- Target a concrete and operational vision for the company, based on comprehensive analysis of value chains for each domain
- Synthesize in a common statement easily understood by employees, clients & partners
- Translate the vision into **financial targets** and ensure full alignment with the **strategic plan**

Design the transformation roadmap

- Align the roadmap **with the vision**
- Include initiatives required to **maintain the transformation momentum**

Define a technological architecture

- Formalise recommendations on **the technological architecture** required to support a large scale deployment : Cloud, Telco infrastructure, etc.

Set up and install the governance

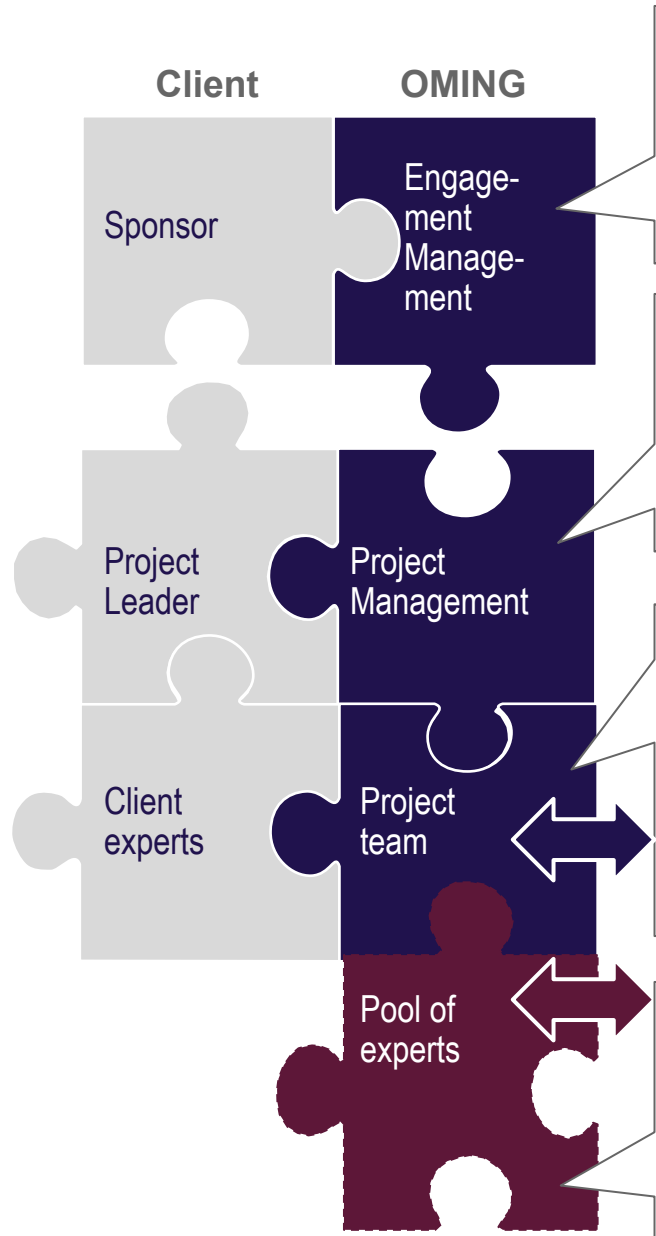
- Design and set up the organisation required to support transformation taking the context into account, and define the key success factors to ensure a full alignment between the “Business” and IT

We work in a joint and flexible project team with our clients

Members of the Management and key stakeholders

Very committed Manager

Shop floor specialists and/or Managers



- Ensure strategic alignment with Client ambition and anticipate resources arbitration
- Bring specific transformation experience
- Ensure operational delivery of the project's initiatives
- Manage Project Governance and coordination
- Organise expertise and guidance

- Flexible experienced project team:
- Co-designing and facilitating working sessions
 - Co-analysing the situation and drawing solutions
 - Co-building content, documentation and communication kit

- Additional Ad Hoc experts brought-in on demand for
- Technical expertise
 - Facilitation capacity
 - Benchmark witnesses

Our service is characterized by a strong dedication, a strong track record in digital & lean and an end-to-end delivery model

Strong dedication

- Startup/ SME mindset and behaviors
- Consultants selected for their service & client orientation + problem-solving skills
- Passion for manufacturing and transformation industries and its culture

Agile support

- Willingness to build and maintain long term relationship with its clients
- Passion for industry 4.0 topics with a clear vision on risks and opportunities
- Efficiently organised for short sprints and committed to long term sustainable results

Strong expertise

- Combination of shop floor and management consulting experience
- Broad network of experts in Digital technologies and Operational Excellence
- Recruitment partnership with AutomationJob.com and Lean-Job.com

End-to-end delivery model

- Development of several diagnostic frameworks
- Trained for rapid prototyping as well as Change Management necessary in long term transformations



Result-oriented



Agile mindset



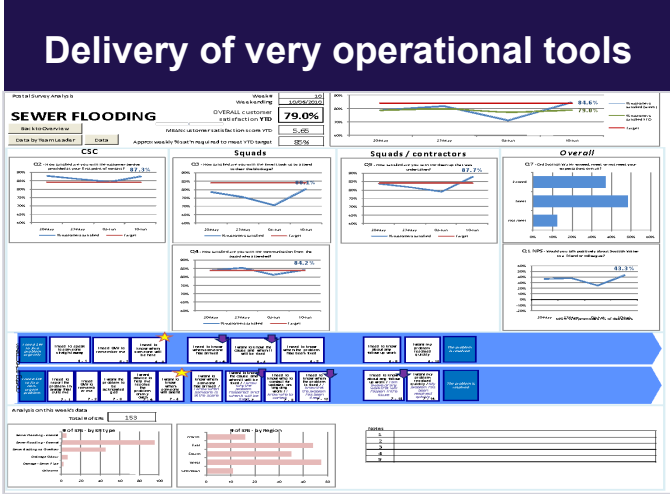
Sustainable transformation

Our work practices favor a hand-on collaborative approach, shop floor proven demonstrations and the delivery of very operational tools

Hand-on collaborative approach



Shop floor proven demonstration



Matthieu Oliviers (1/2)

ILLUSTRATIVE

Digital Program Management & Operational Excellence



Lean & Digital Transformation
Manufacturing & Transformation Industry
20+ years experience
French, Dutch, English

Matthieu serves clients on challenging business transformations. Combining an operational experience as Plant Manager (**ArcelorMittal**) with a strategic thinking as Management Consultant (**McKinsey** and **Capgemini**) and the Digital entrepreneurship mindset (founder of **startups**), Matthieu efficiently aligns and leads diverse teams to implement a new vision in a short period of time.

With 20+years of experience, Matthieu strongly believes in and delivers result-oriented, hands-on and agile implementations.

COMPETENCE & EDUCATION

- **Main industries:** Transforming industries, Manufacturing, Energy & Utilities, High Tech, FMCG, Automotive
- **Focus areas:** Business & Digital transformation, Operational Excellence, Corporate & business unit strategy, Change Management, Lean Six Sigma, Organizational Design, Post merger integration, Program Design & Management, Project Management & Project Office, Supply Chain Management, Big data & business analytics, Robotics & Automation
- **Prince 2, Lean 6-sigma, Change Management**
- **Short MBA**, Solvay Business School, BE
- **Master in Engineering**, University Louvain & Surrey, BE&UK
- Bachelor in Engineering, University of Brussels, Belgium

SELECTED EXPERIENCE

Digital enterprise strategic roadmap design, Global Tier-1 Automotive Supplier

Expert for the design of a Digital Manufacturing Strategy.

Coordination of the stock centralization and outsourcing to a Third Party Logistics (3PL), Belgian Energy distributor

Delivery Manager to support the implementation, to facilitate a smooth transition and on-time Go Live impacting 500+ employees. Responsible of a team and the program in charge of ICT-SAP adaptations, trainings on processes & organization changes as well as pilots implementation.

Business Unit Organizational Design, Air Traffic Manager

Delivery Manager to design a future vision and a roadmap resulting in a higher team flexibility & efficiency, a better expertise usage and a clearer SLA.

Visual Performance Management, Energy network Manager

Project Manager for the rollout on 25+ teams of team mission, KPI, daily briefing, excellent boards resulting in a new Continuous Improvement culture.

Program Management assessment, Airport Facilities

Project Leader for the assessment of a Program Management system resulting in a clear roadmap of short term and long term improvements to increase both the pace and the agility.

Lean transformation, 350+ people, Energy distributor

Project Leader of a transformation working on the processes, the organization and the culture in order to aim 15% improvement on OPEX & CAPEX costs.

Digital Program Management & Operational Excellence

SELECTED EXPERIENCE

Lean Startup implementation, IT and retail startups

Strategy officer and interim CEO of startups at early stage in charge of organization, recruitment, sales & marketing and lean process description.

Management Consultant, McKinsey & Company, Worldwide in Strategy & Operational Excellence

Associate and Project Manager for 15+ projects focused on strategy, operation or organization including large scale transformation, lean manufacturing excellence, production system definition and continuous improvement audit.

Sample of projects:

- Valuation of synergies for a merger of two long products steel-makers using the steel demand evolution mode
- Assessment of potential acquisitions and competition dynamics for a regional entry strategy of a steel-maker
- Evaluation of a Chinese steel company and its specific market in the perspective of a joint venture
- Estimation of targets and recommended adjustments for a continuous improvement program at a steel maker
- Definition of a lean temple, levels of excellence matrices, a communication plan and Change Leaders trainings
- Assessment of an organization (org-chart, job descriptions, processes and tools) in an insurance company and definition of scenario's for a future state
- Assessment of a Continuous Improvement system (governance, processes and tools) of a steel company

SELECTED EXPERIENCE

Just In Time Business Model design, SME's of ArcelorMittal

Internal Consultant in charge of the complete redesign of SME's organization and business processes towards a Just In Time lean Business Model. It covered finance, sales, operations as well as logistics.

Plant Manager, and leader of the A to Z lean transformation, 100+ people, Steel producer, ArcelorMittal

Plant Manager of a 100+ workers plant, in charge of the investment program as well as the day-to-day production and maintenance. As Plant Manager, leading a profound plant transformation using value stream mapping, KPI, visual management, working groups, Kaizen, 5S, Go&See, wastes elimination, visual controls, work standardization, SMED, Just in Time, production level loading. The transformation resulted in more than 30% efficiency increase, 25% quality improvement and a deep mindset change.

Business Unit Management, ArcelorMittal

Business Unit Manager at the Technical Direction in charge of stakeholders management, business prioritization and program management of a 5M€ investment portfolio.

Program Management in Process Control, ArcelorMittal

People and project management for 7 industrial IT projects distributed on several plants.

Business Developer in Industrial Automation, Omron Researcher in Robotics, Université catholique de Louvain, Ecole Polytechnique de Montréal & Università Tor Vergata



OMING

Accelerates your projects

with more resources,
extra expertise and
strong change management

OMING

5

Techniques



Manufacturing Intelligence & Predictive Analytics



Knowledge Management and Design for Manufacturing



Agile & Operational Excellence Mindset



Vertical & Horizontal (Software) Integration



Smart (Hardware) Sensors & Actuators

3

Services



Rapid scan & diagnostic



Focused pilot project support



Long-standing transformation