

# Simplify Your Mobile Digital Transformation Journey: 8 Manageable Phases & Takeaways

Presented by:

George Allen

VP of Solutions Enablement

Inovity

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# Introduction

- George Allen, VP of Solutions Enablement at Inovity
- Started programming at age 10; working in computer lab at 11
- B.S. in Electrical Engineering from Northern Illinois University
- 28 years in Auto ID Industry
- Worked in all sides of the industry, including printer, software and consumables, manufacturers and systems integrators
- Pre-sales System Engineer with Inovity for 24 years
- Designs, develops and implements data automation solutions for customers in manufacturing, warehousing, supply chain, field service, healthcare, retail and more
- Certified by leading industry manufacturers including Zebra, Honeywell, Cognex, NiceLabel, SOTI, AirWatch, StayLinked, Ruckus, Extreme Networks and more



# Agenda – 8 Phases (and Takeaways) for Mobile DT

1. Digital Transformation – *Your* Project
2. Determine Your Approach and Milestones
3. Identify Gaps, Causes and Obstacles
4. Prepare, Plan and Start Working
5. Evaluate Partners, Solutions and Components
6. Determine ROI and Budget
7. Manage the Changes
8. Verify Success

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# Phase 1: Digital Transformation ("DT") – *Your Project*

- Different things to different businesses



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# P1: DT – *Your Project*

- Basic > Intermediate > Advanced
  - > ... for the Supply Chain
    - > ... mobility focus



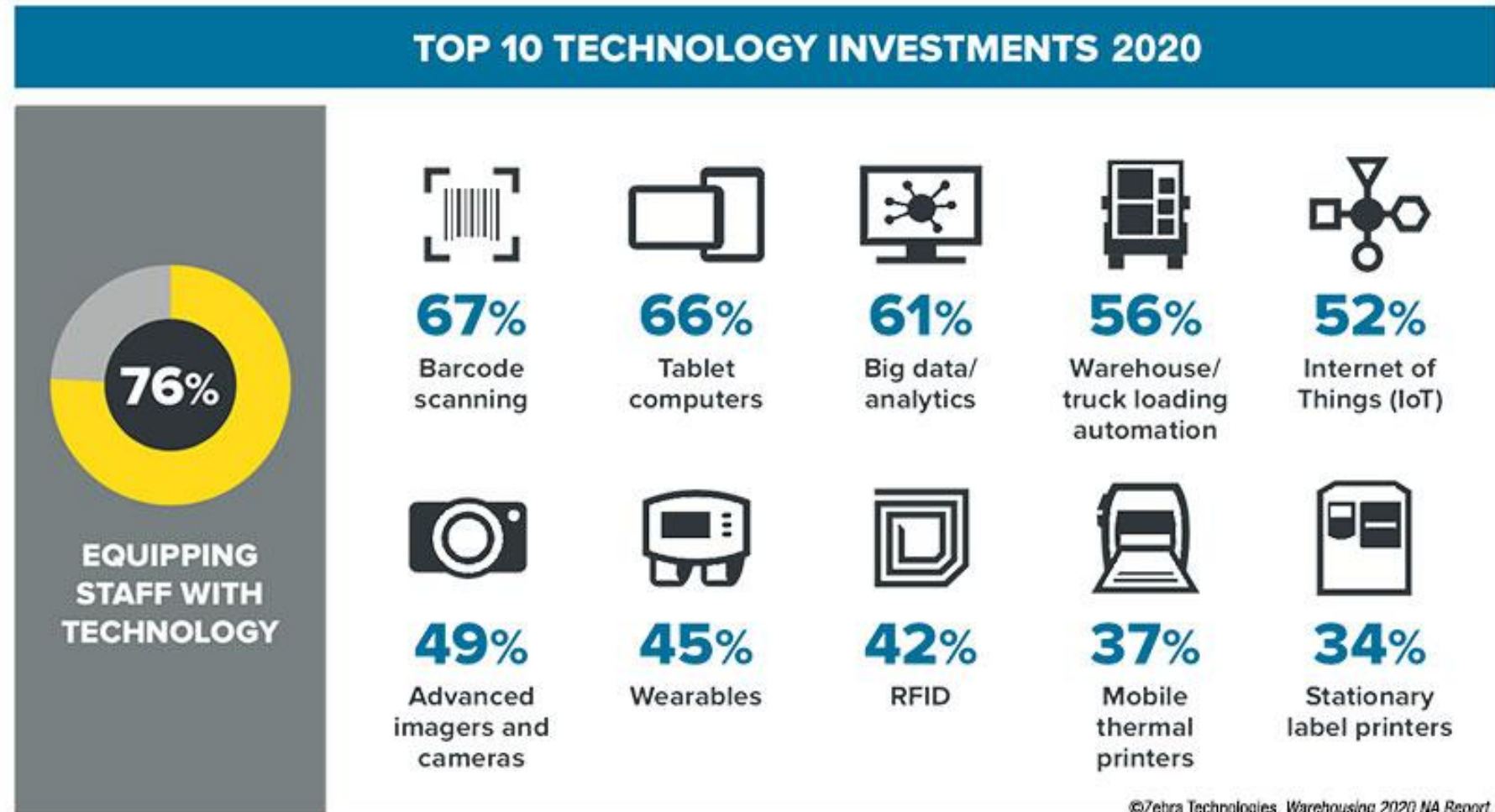
\*No elephants were harmed in the making of this slide

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# P1: DT – *Your Project*

- Developing or investing in new technologies
- AND using them in new ways
- Reimagine how you do business

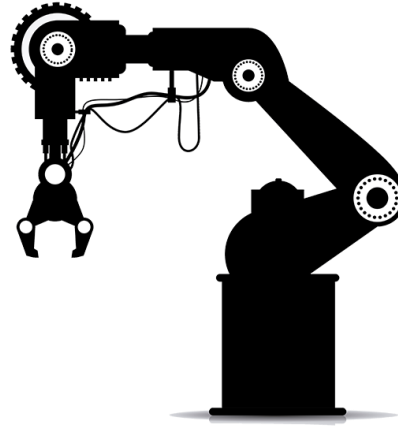


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# P1: DT – *Your* Project

- IoT
- Robotics and Automation
- Predictive Analytics
- AI or Machine Learning



# MACHINE LEARNING

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# Phase 1 Take-away: DT – *Your* project

- Digital Transformation is NOT
  - a single definition
  - a fixed set of components
- Digital Transformation IS
  - a concept that represents a process and a project
- *Your* project requires *your* definition



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# Phase 2: Determine Your Approach & Milestones



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## P2 – Determine Your Approach: Pain or Gain

- Pain: What are people complaining about?
- Gain: What are the inefficiencies, slow-downs and cost sources?
- Good focused approach
  - Builds support
  - Picks the right areas

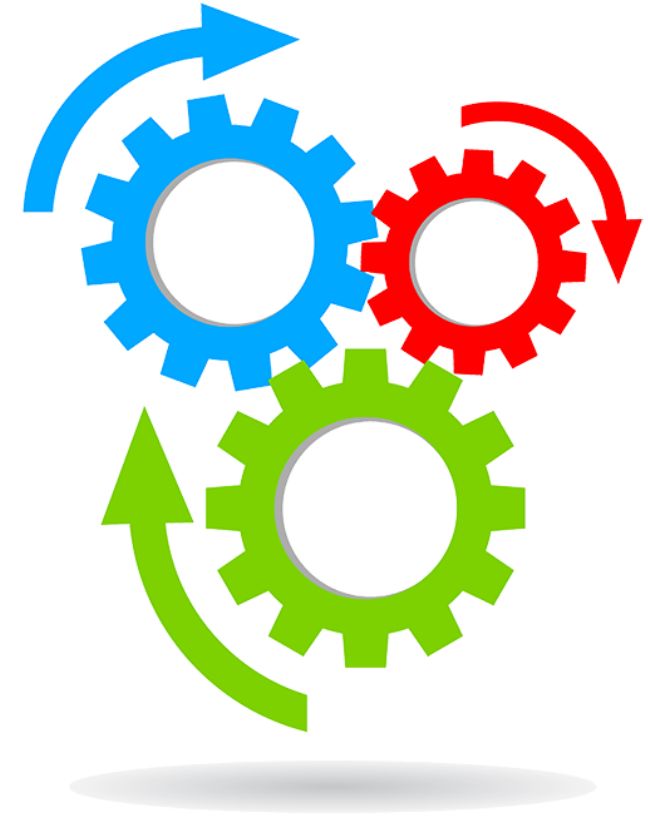


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## P2 - Determine Your Approach: Workflow Examples

- Receiving example:
  - Hand keying?
- WIP example:
  - Counts on clipboards?
- Shipping example:
  - Manual entries + waiting....
- Good approach for full buy-in



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Determine Your  
Approach:

Pain or Gain  
-VS-  
Workflow



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# How Do You Establish Milestones?



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# P2: Determine Your Milestones

- Major milestone #1:  
Moving from paper to paperless
  - Digital and directed



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# P2: Determine Your Milestones

- Major milestone #2:

Use the data for better decisions

- Visibility *enables* productivity



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# P2: Determine Your Milestones

- Major milestone #3:

Catching what you're missing

- Not just improving the *existing*
- Putting in *new*



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# Phase 2 Take-away: Milestones & Approaches

- Not just digitizing, collecting or automating data
- Reductions in labor and errors
- Determine *your* approach and *your* milestones



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# Phase 3: Identify Gaps, Causes & Obstacles

- Map the Gap
  - The DATA GAP  
What you *want* to know vs. what you *currently* know
    - What data will you be able to collect?
    - What will that enable you to know or do or prevent?



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# P3: Identify Gaps, Causes & Obstacles

- Map the PHYSICAL GAP between endpoints and connections
  - Legacy equipment
  - Protocols and communications
  - Location and environment
  - Security



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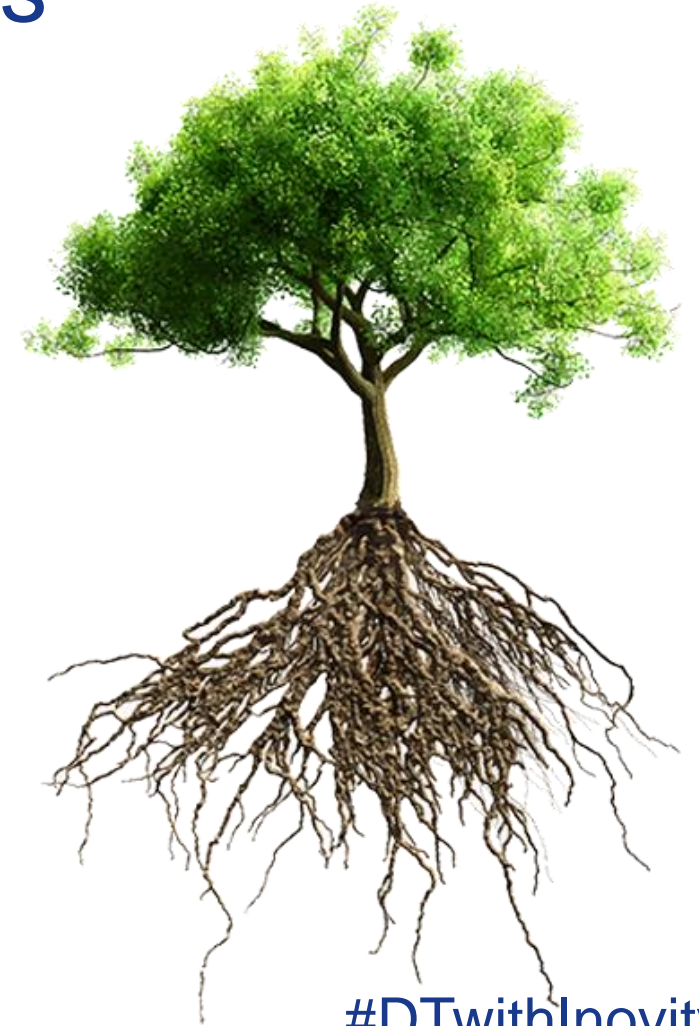


# P3: Identify Gaps, Causes & Obstacles

- Drill down to get to the **root cause**
  - Wrong product was shipped. Why?
    - Worker picked the wrong product. Why?
      - Worker mis-identified the product. Why?
        - Many products look similar.



What can we do to fix that?



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# P3: Identify Gaps, Causes & Obstacles

- Theorize how DT would help
  - How would it prevent the problem?
  - How would you use the data?
  - How can you leverage the data for predictive analytics?

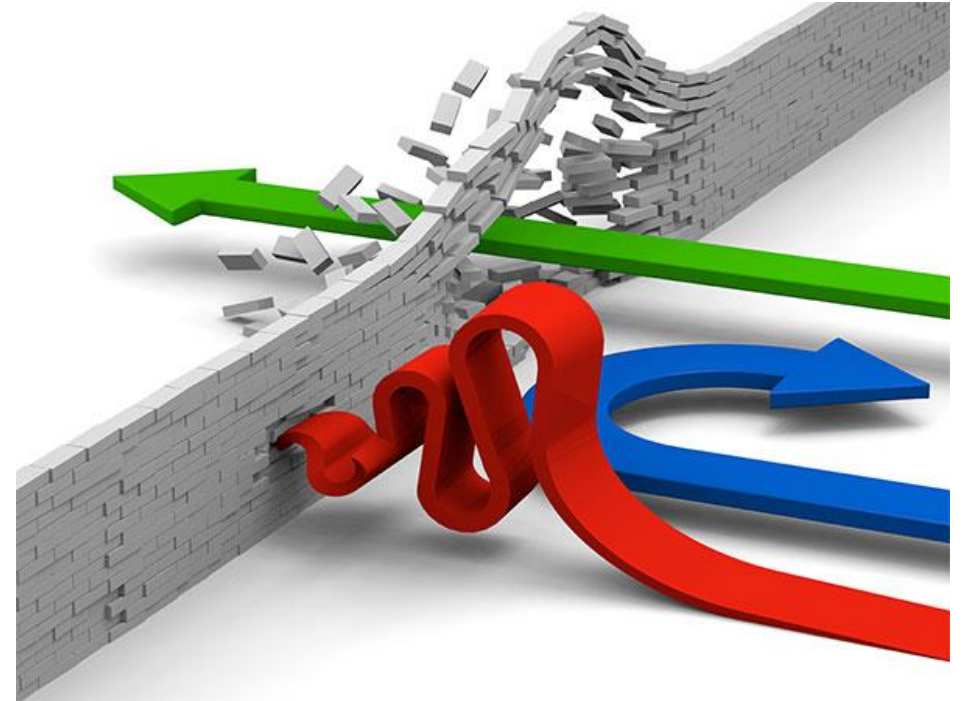


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# P3: Identify Gaps, Causes & Obstacles

- Identify any obstacles to doing what you just brainstormed
  - "We've always done it that way"
  - Culture changes are necessary
    - Must be championed from top down



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# Phase 3 Take-away: Gaps

- Know what you're improving
  - Root cause
- Know how you want to improve it
  - What should be happening instead?
- Know what you'll have to address to get there
  - Attitudes? Budget? Corporate culture?



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# Phase 4: Prepare, Plan & Start Working

- Digital Transformation
  - Multi-year process
  - Multiple phases
  - Organize in progression for smooth transition



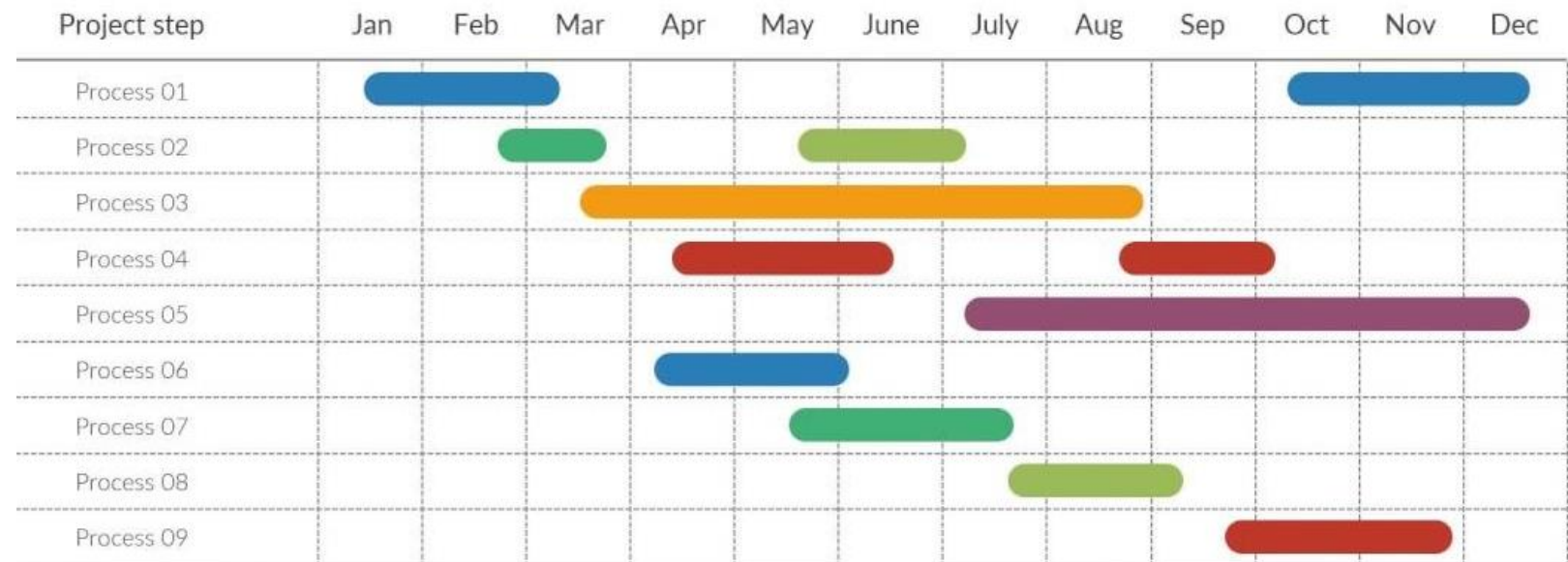
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# P4: Prepare, Plan & Start Working

- Develop a multi-phase plan with milestones
  - Investigate the project
  - Get support



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# P4: Prepare, Plan & Start Working

- Factor in appropriate timelines and dependencies
  - Start scanning
    - Add barcodes
      - Print barcodes
        - Design barcodes
          - Purchase software, printer, labels



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# P4: Prepare, Plan & Start Working

- Plan for wins early and often
  - < 30 days



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# Phase 4 Take-away: Prepare, Plan, Work

- Know how to plan for success
  - Have milestones
    - Make sure they can be measured
- Prepare timelines and dependencies
  - Make forecasts you can achieve
- Recognize achievements
  - Small, 30-day goals



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# Phase 5: Evaluate Partners, Components & Solutions

- Partners & services
  - In-house vs. outside companies
  - Look for experience and certifications



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# P5: Evaluate Partners, Components & Solutions

- Evaluate products
  - Purpose built vs. general
    - Smart phone vs rugged computer
    - Camera vs barcode scanner
    - Office laser printer vs label printer
  - Device & accessory lifecycle
  - Intended usage environment
  - Tests and simulations



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# P5: Evaluate Partners, Components & Solutions

- Evaluate solutions and talk with references
  - Look for end-to-end solution, not "best of x"
    - Which is right for your situation?
    - Installation? Training?
    - Lifecycle management?
  - Solution that supports expansion
    - Label printing today, cloud-based label compliance management tomorrow
    - Expect functional needs to grow



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# Phase 5 Take-away: Evaluate



- Determine how to validate
  - Partners & services
  - Products (considering environment, usage)
  - Solutions and references

...for your situation and to your benefit



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# Phase 6: Determine ROI and Budget

- Determine the cost of your current operations
  - Baseline to compare improvements
    - Cost of mis-shipments
    - Cost of downtime, rush jobs
  - Labor related
    - Labor costs x hours x days
      - 10 people x \$15/hr = \$150/hr
      - \$150/hr x 40 hrs = \$6,000
      - \$6,000 x 50 weeks = \$300,000
      - 10% savings = \$30,000
    - Staff retention
  - Inability to expand



# P6: Determine ROI and Budget

- Add up the costs related to change
  - Hardware, Software, Support, Training
    - Mobile computer
    - Wireless LAN
    - Warehouse management software
    - Integration
    - Training
    - Annual Support Agreements
- Growth potential



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# P6: Determine ROI and Budget

- Determine if the investment is worthwhile

$$\begin{array}{ccccc} \text{Current costs} & \times & \text{expected improvement} & = & \text{expected annual savings} \\ (\$300\text{k}) & & (10\%) & & (\$30,000) \end{array}$$

$$\begin{array}{ccccccc} \text{Project cost} & + & \text{Annual cost} & / & \text{Expected annual savings} & = & \text{Payback time in years} \\ (\$50\text{k}) & & (\$10\text{k}) & & (\$30,000) & & (2) \end{array}$$

- Other factors
  - Reduced expansion costs
  - Employee satisfaction & retention



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# Phase 6 Take-away: ROI



- Know the costs of current operation
- Add costs related to change
- Determine if investment is worthwhile
- Payback calculator
  - Warehouse management and manufacturing solutions focus
  - Different needs? Let us know!



[www.inovity.com/modexROI](http://www.inovity.com/modexROI)

# Phase 7: Manage the Changes

- Prepare your team members
  - Jobs duties will change, technology usage will change
  - Involve them in the process
  - Start slowly



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# P7: Manage the Changes

- Manage the scope
  - Qualify changes – are they necessary to meet objectives?
  - Additional phases vs. bigger phases
  - Agreement from team members



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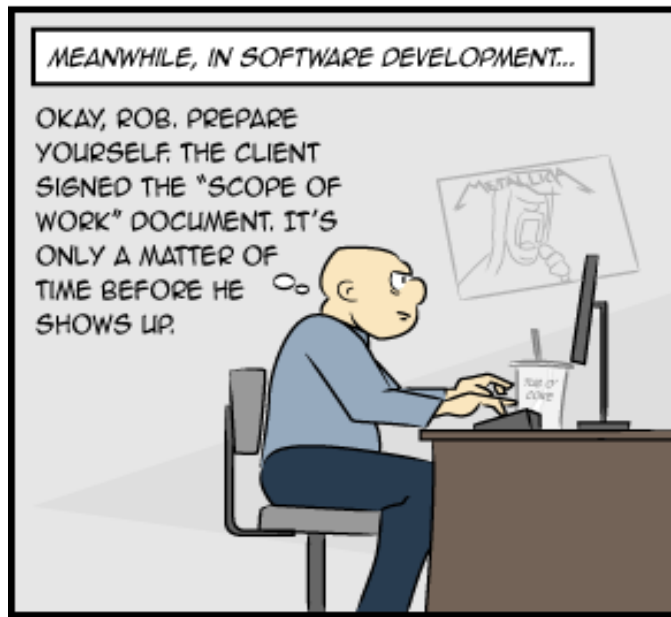
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# P7: Manage the Changes

- Expect changes to scope and timeline
  - Maybe problems, maybe changes because of discovery
  - Create additional projects

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BY MARK LARSON

# Phase 7 Take-Away: Manage the Changes



- Know how to manage the project
  - (really managing people)
- You are changing how people do their jobs
  - Expect some challenges along the way



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# Phase 8: Verify Success

- Are your milestones complete?
  - Did you make adjustments?
  - Did you adjust your expected results?



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## CHECKLIST

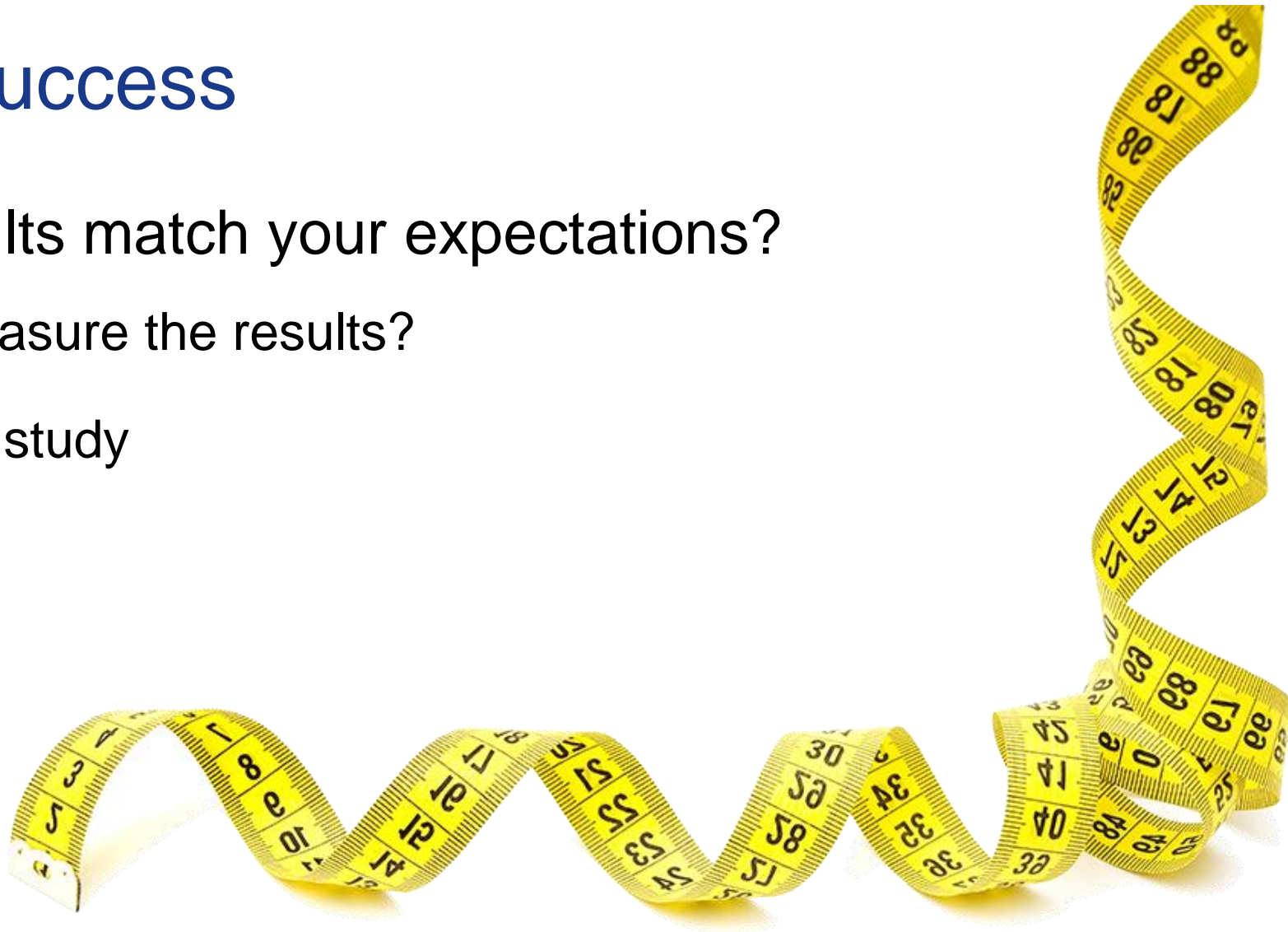


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# P8: Verify Success

- Do your results match your expectations?
  - Did you measure the results?
  - Re-do time study



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## P8: Verify Success

- Are you ready for the next phase?
  - Technology and business processes keep changing
  - Business market keeps changing
  - Revisit and re-evaluate your operations regularly and continue the journey



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# Phase 8 Take-away: Verify Success



- Know how to prove success
  - Achieving your goals doesn't mean you were successful
  - Goals should align with root cause
  - Have the right goals, with the right solution, and the right metrics, and the language of digital will speak for itself



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# Closing

- We've covered simple, manageable steps in a complex project
- You are now ready to find the next function, next area, next digitally connected widget, the next *digital transformation* to improve your operations
- DT grows with you



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Please stop by booth # 8175 to continue the conversation.

George Allen  
gallen@inovity.com

[www.inovity.com](http://www.inovity.com)



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