

SEEING THROUGH



Piramal Glass Newsletter

January 2021 Edition, Issue 16

Digital Transformation at Piramal Glass



Making Piramal Glass,
a Sustainable,
Digitally enabled
Future-Ready Organization

W

elcome!
With the exponential evolution of technology, the advent of Digital technologies, Big-data & Advanced Analytics, and Artificial Intelligence (AI), the global business and market dynamics is fast shifting. The rapidly changing external environment - omnipresent devices, millennials joining the workforce, and new-age technologies- all leading to massive changes in customer expectations. The recent uptick in the adoption of digital technologies driven by the pandemic will continue into the post-COVID era. While the manufacturing industry has traditionally been a slower in adopting new technologies, at Piramal Glass, we are swiftly embracing new paradigm and pioneering Digital Transformation in the glass packaging manufacturing sector. Today, we are strongly focusing on building Digital and Analytics (DnA) capability, to transform every aspect of our business including people, core and supporting business processes such as manufacturing, supply chain, quality, health safety & environment, and customer experience (CX), to become a more responsive organization to the rapidly changing global business environment. To do this, we have re-designed organization structure, set-up a dedicated DnA team, on-boarded global specialists, and made substantial investments in digital technologies, tools, wide-scale hands on training and Change Management.



Vijay Shah
Vice Chairman, Piramal Glass

HIGHLIGHTS



1 Digital Transformation
at Piramal Glass



2 Global Industry pioneer in
Digital & Analytics (DnA)



3 Project Shikhar and
Value Realization

Digital Transformation at Piramal Glass

We are in a digital economy where data is more valuable than ever. It is the key to the smooth functioning of everything from managing the correct product mix, to achieve the optimal efficiency, being sensitive to the environmental needs with appropriate energy consumption mix to managing customer expectation. Data, the new currency of the 21st century digital economy, is an immensely untapped valuable asset. It is a basis for positive differentiation.

At Piramal Glass, we understand and appreciate that we cannot be operating the same way as we have been earlier. We are transforming into a more nimble organization. We are evolving our decision support system to leverage real-time business insights, based on live dynamic data and advanced analytics across our end-to-end business processes and geographic locations. We are building a new-age structure with relevant skills and futuristic capabilities that will reinforce our commitment towards our customers and employees at the core of any strategic decision making.

A Global Industry Pioneer in Implementing Digital and Analytics (DnA) Transformation

With this determination, to be a forerunner in customer experience and data-driven decision making, we have started our digital transformation journey. The strategic vision is to nurture innovative best-in-class solutions around Smart Manufacturing, Connected Supply Chain, Smart Customer Experience and Workplace Solutions to create a seamless, transparent, and efficient end-to-end business operation.

Around Smart Manufacturing, we have implemented Industrial Internet of Things (IIoT) and Big-Data platforms. We have partnered with Microsoft to implement Real-Time Manufacturing Insights (RTMI), a real-time process tracking system to gain live visibility into our operations and analyze defects and losses at various. For this initiative, Piramal Glass received the 2020 IDC Digital Transformer Award for the Asia region. During the opening keynote of 2020 Future Decoded CEO Summit, Microsoft CEO Satya Nadella also highlighted and mentioned Piramal Glass for this initiative.



Microsoft CEO, Satya Nadella showcases RTMI, Piramal Glass' Smart Manufacturing platform at 'Future Decoded 2020'

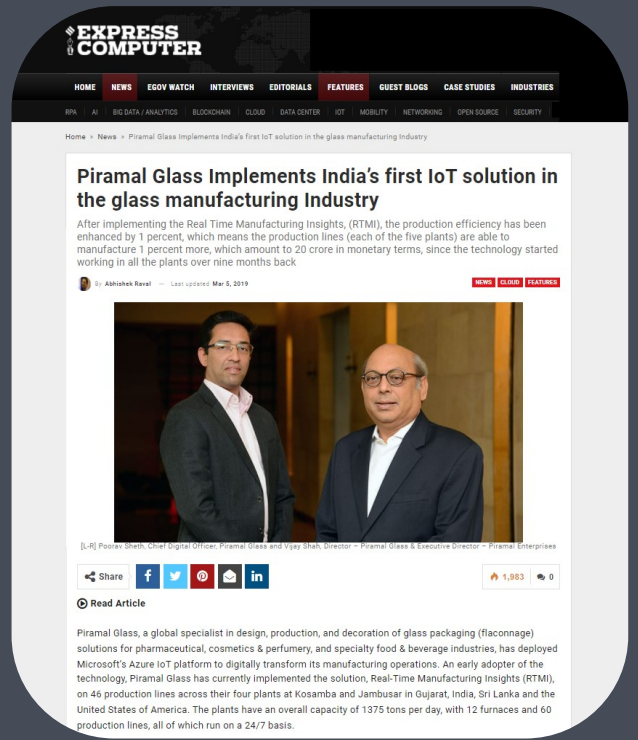


In Supply Chain, we are tracking ocean and land-based inbound and outbound shipments, both at material as well as container level. We have also implemented energy management solution Unified Energy Management System (UEMS) to remain committed on our green and sustainability goals.

Digital 2.0 Journey for Piramal Glass

We have collaborated with McKinsey & Company in our Digital 2.0 journey and together we have designed a long-term DnA Program, Project Shikhar. Shikhar or Shikhara is a Sanskrit word, which essentially means the mountain peak. We aim to deliver highest values across three core areas - Customer experience, Supply Chain and Manufacturing - in our end-to-end global value chain. We have identified multiple initiatives. Our goal is to reach the peak of operational efficiency and highest level customer experience using DnA as the key levers, thereby, retaining our overall motivation intact, the zeal to forge strategic partnership with our customers. In the process of delivering the best to our customers, we have committed ourselves to the Health and Sustainability causes with top priority in tune with the global health and environmental needs.

The program kicked off with an exercise to understand the Digital Quotient (DQ) of our employees using a proprietary tool from McKinsey which helps to measure digital maturity of a company, through benchmarking against companies who have also embarked on a similar journey of Digital Transformation.



Source: www.expresscomputer.in (Mar 5, 2019)

Our overall DQ score of 55 is ahead of the GEM Industry average DQ score of 27.
As a part of Project Shikhar, our goal is to improve the overall DQ by 8 points.

Project Shikhar and Value Realization

Project Shikhar, the mountain peak, is a 12 month long Digital and Analytics program divided into four waves. As we stand today, we have successfully executed the second wave. The program kicked off with 25+ consultants from McKinsey and 150+ employees from Piramal Glass. The program is centrally managed by our top leadership team, while each value stream project has a project sponsor, a lead, and a multitude of business translators.

All the waves of Project Shikhar have Value Realization work streams that target to realize business value through higher levels of efficiencies and effectiveness to deliver, in tangible terms, in the areas of manufacturing, supply chain, packaging, energy management. The Value Realization work streams use Big Data and Advanced Analytics models on Azure cloud.

Data and Technology

The data and technology work-stream of Project Shikhar concentrate around setting up a modular, scalable and resilient end-to-end integrated Big Data Analytics platform through using Microsoft Azure platform components and Kedro, a purpose-built data management tool of McKinsey to draw real-time insights enabling data-driven decision making. A focused strategy is developed to keep all the data in the right structure, in terms of: Volume (how much data is stored for analysis), Velocity (at what frequency data is stored), Veracity (is the quality of data good to perform analysis) and Discoverability (how quickly the right data-points can be identified and captured, and appropriate analysis is performed). A special focus has been put to establish Data Governance practices with appropriate structure with objective Data sufficiency and Data Life Cycle metrics, at par with the best-in-class organizations across industries.

People and Capability

To attain and sustain long term global leadership in Digitally enable business operations and knowledge



economy, we at Piramal Glass have decided to build long term capability with the skills in our people who are the biggest differentiators. An Analytics Academy is being set up that will host a team of Data professionals (data architects, scientists and engineers along with the new age role Translators). Adding to it, 200+ of our employees, trained in the McKinsey Academy, will likely help drive the DnA initiatives in the future. We have created programs to make the entire workforce Digitally trained and aware.

The key focus is to develop a system to employ the best talent with relevant skills and align the existing pool with the best global practices to deliver consistent value through the power of digital and analytics.

Change Management

It is at the center of our digital transformation strategy. We are laying the foundation for driving change from

the very initial stage of the program. We have developed and shared our digital transformation charter that articulates our goals, key stakeholders, and strategies to achieve these goals. The entire year's calendar has been set-up and planned to convey the message across to the employees on incubation of Industry 4.0. A strong rewards and recognition framework has been established to recognize the early adopters and stars.

There are detailed e-learning modules and virtual sessions around defining various concepts of digital, demystifying AI, leadership decision making and DnA Strategy. These are facilitated by international renowned faculty. Through DnA academy, we shall equip our Top-Leadership team with the knowhow to lead an analytics driven organization and generate a roadmap for the use-case building.

DnA Training for Top Management

Leaping forward, we are setting up our state of the art DnA Academy. This will be our leading knowledge, training, and capability building center across all levels in the organization. The approach to DnA capability building activities shall be anchored on a few core fundamentals

Firstly, the capability is to be built around every level in the organization, tailored to fit the requirement of every layer. Right from the top-leadership to the front-runners, each layer, each team, has distinctive needs to harness their true potential. Secondly, capability building should be driven by value creation. The program content should be relevant and immersive for the participants by the means of practical examples, field exercises, and live case-studies. Through McKinsey we plan to bring world class experts and resources to our learners, the academy will look at enabling new-age leaders as Analytics Sponsors

As the organization navigates through change and adapts to DnA, the role of the leader is to provide the vision, direction, and execute change being in the front. To be able to sponsor the use-cases that will come up in the future, it is important that our future leaders appreciate the opportunities which the digital transformation initiatives shall bring and are able to pass on the vision to the team of Translators. The participants shall have the access to world-class contents in self-paced e-learning modules on key concepts of Digital and Analytics. There are detailed session around defining various concepts of digital, demystifying AI, leadership decision making and forming DnA Strategy. These are facilitated by international renowned faculty. Through DnA academy, we shall equip our Top-Leadership team with the knowhow to lead an analytics driven organization and generate a roadmap for the use-case building.



Contact Us

Piramal Glass Pvt. Ltd. (India)
Piramal Tower Annexe, 6th
Floor, Off. Worli Naka, Lower
Parel (West) Mumbai – 400 013.
Tel: +91 22 3046 6969 / 6901

Piramal Glass USA Inc.
329 Herrod Boulevard
Dayton NJ 08810
Tel: +1 856-293-6400

Piramal Glass Ceylon PLC.
148, Maligawa Road, Borupana,
Ratmalana, Sri Lanka
Tel: +94-11780-0200

Piramal Glass Europe
26-28 Rue Paul Bignon
76260 Eu, France
Tel: +33-023-5821-015



piramalglass.com