CallaghanInnovation
New Zealand's Innovation Agency

Digital Lean

Service Provider Directory

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Contents

The following document contains the current panel of approved Service Providers for the Callaghan Innovation Digital Lean programme. If you've been approved to participate in Digital Lean, you can use it to work with one of these providers on your programme implementation. We require you to contact at least three providers before you decide on your preferred provider.

SECTION A

How to choose a
Service Provider

This directory is an overview of NZ-based consultants that have expertise in Lean and Industry 4.0 coaching, training and implementation, and that have been approved to deliver the Digital Lean programme. We suggest the following steps to choose a provider that will meet the needs of your business:

1. Review the information in the directory.
2. Form a shortlist of three potential providers.
3. Contact providers directly for further information and request referees if required.
4. Make your choice and advise the provider, who will make arrangements with you to commence next steps.

Please note: Pricing information has not been included in Sections B and C. Each provider has differing pricing structures based on a mix of agreed deliverables and hourly/daily rates, which makes comparisons between providers difficult.

You pay 60%, we fund 40% (up to a maximum of $20,000) for Digital Lean programme costs. As a guide, accessing the maximum funding available for Digital Lean means an approximate total programme cost of $50,000.

Overview of Digital Lean Service Providers

Beca

Technical Specialisation	Sector Experience	Case Studies	Contact Person

– Industry 4.0/emerging technology strategy roadmaps
– Application of diverse technologies to improve operational performance and to support new business models, including:
  - Development of digital work instructions using augmented reality
  - Virtual reality health and safety inductions
  - App development for remote equipment monitoring
  - Product tracing using Internet of Things (IoT) devices
  - Process modelling and optimisation
  - System architecture and integration
  - Data dashboarding and analytics, including using machine learning and AI
– Digital twin platform development, including real-world digitisation of assets for improved asset information management and decision making
	– Manufacturing
	– Food and beverage/FMCG
	– Life sciences
	– Chemicals
	– Oil and gas
	– Metals and minerals
	– Pulp and paper
	– Warehousing and logistics
	– Construction
	– Health and safety
		– **Lion New Zealand Predictive Maintenance:** An architecture to enable field recording of machine vibration data and record it in Lion's ERP system to remove manual steps and double entry.
		– **NZ Steel Coil Tracking:** Introduced traceability of coils using an IoT device to reduce wasted effort in managing and locating stock.
		– **Gallagher Group Vision System:** Quality inspection using machine vision to reduce defective products going to market.
		– **Methven OEE (in collaboration with Intent Group):** Reducing machine downtime by using an IoT device to determine machine status (on/off) for OEE calculations. Introduced digital manufacturing apps to transfer paper SOPs to digital forms to improve learning.
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IMS Projects

Technical Specialisation

- Innovation capability building
- Industry 4.0 strategy
- Technology roadmapping
- Business model design and validation
- Product lifecycle management
- Problem definition, data gathering and analysis
- Process redesign and automation
- Management Operating Systems, data gathering and interactive dashboards
- Machine learning and AI for prediction and optimisation
- Project change management

Sector Experience

- Manufacturing and industrial
- Food and beverage
- Construction
- Health
- FMCG
- Distribution and logistics

Case Studies

- **Kiwicare:** AI for prediction; optimising forecast accuracy.
- **Rinnai:** Implementation of Management Operating Systems, including data gathering and interactive dashboards.
- **NDA:** Business model design and validation.
- **Humes:** Implementation of product lifecycle practices, including automated data gathering and interactive dashboards.

Contact Person

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Intent Group

Technical Specialisation	Sector Experience	Case Studies	Contact Person
— Improvement methodologies, including TPM, TQC, TOC, BPR, SPC and Six Sigma — Implementing methodologies in conjunction with Industry 4.0 initiatives including: — Process optimisation, integrated robotics, CAD modelling, real-time data capture and integration, MES, and simulations and modelling — Assisting organisations to migrate from Lean 1.0 to a more technology-enabled environment	— Manufacturing and industrial — Construction — Food and beverage — Pulp and paper — Transportation, warehousing and logistics — Primary industries (including dairy, meat and forestry) — Services — Horticulture and viticulture	— **Methven OEE (in collaboration with Beca):** Reducing machine downtime by using an IoT device to determine machine status (on/off) for OEE calculations. Introduced digital manufacturing apps to transfer paper SOPs to digital forms to improve learning. — For case study summaries about our work with other businesses, such as Fonterra, EastPack, Synlait, GO Rentals and Utemaster (among others), visit: **intentgroup.co.nz/case-studies** — To view video case studies about our work with Utemaster, GO Rentals and Southern Hospitality, visit: **intentgroup.co.nz/video** — **If you require more information, or would like to see some of our more detailed case studies, please contact Intent Group directly.**	**Ian Walsh** 0275 349 258 iwalsh@intentgroup.co.nz intentgroup.co.nz

LMAC

Technical Specialisation	Sector Experience	Case Studies	Contact Person

– Organisational readiness
  – Industry 4.0 assessment and prioritisation
  – Technology strategy design and roadmapping
  – Future workforce design and planning
– Technology
  – Data analytics/AI/machine learning
  – Digital twins
  – Robotics and automation
  – Robotic process automation
  – Enterprise architecture
  – Connectivity/Internet of Things (IoT)
  – Additive manufacturing
– Process
  – Process design for integration
  – Project management/change management
	– General manufacturing
	– Primary industry
	– Food and beverage
	– FMCG
	– Transport and logistics
		– Tait Communications: Advanced planning and machine learning to increase capacity.
		– Silver Fern Farms: Data analytics and machine learning to improve product yield.
		– Robotic process automation: Automation of repeatable administrative and support processes (multiple case studies).
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SECTION C

Detailed Service Provider Profiles

Beca

Service Provider(s) Background

One of Asia Pacific's leading independent advisory, design and engineering consultancies, Beca empowers innovation to help its clients optimise their assets and streamline their operations. Beca has been delivering Industry 4.0 solutions across NZ, Australia and Singapore for more than five years, using practical experience to drive digital transformation to significantly improve business performance.

We work with diverse technology providers to help our clients achieve their goals, and we apply these same technologies to our own business and project-delivery processes. We are agnostic about specific brands, focusing on addressing the challenge in a fit-for-purpose way.

Digital Lean Service Delivery Methodologies

Digital Lean is an extension of traditional Lean manufacturing approaches. The objective is to eliminate waste in its many forms. Using the Lion New Zealand Predictive Maintenance case study as an example, we apply the following methodology:

– Start with a need, a waste. In the case of Lion New Zealand, it was inconsistent preventative maintenance vibration measurement, double entry of results, and the need to use trained staff to undertake the task.

– Work collaboratively to understand the operational and business context, and to define the boundaries and objectives of the project. We worked with Lion New Zealand personnel to define the step change by which success would be defined. We observed and documented the work process.

– Consider a range of solutions, which may involve low or high levels of technology. We identified a set of solutions at various cost and quality points that met Lion New Zealand's needs to varying degrees. Together we selected a preferred solution.

– Implement and trial a solution. Measure the improvement. We developed software on a simple platform to provide a work instruction and single point of data entry. This was to pilot the solution without needing to invest in bespoke software.

Referees: Upon request

IMS Projects

Service Provider(s) Background

IMS Projects, founded in 2009, has built a reputation for its systematic yet practical approach, motivating teams into action, building momentum and capability, and delivering valuable business outcomes.

We do this using a systems approach to innovation and continuous improvement. We work collaboratively, bringing fresh thinking, proven frameworks, strong facilitation skills and a world-class change-management approach.

To our clients, we are trusted advisors and capability builders.

The starting point of any engagement is getting to know your business. We seek to understand your business' strategy and goals and we help to turn your team's challenges and frustrations into well-defined improvement projects.

We stand by our methodologies and proven implementation approach, and are prepared to offer guaranteed financial outcomes.

We have a wide range of partners that can support our Digital Lean offering. Our partners' capabilities include:

- Data collection and integration
- Internet of Things (IoT) devices
- Machine learning
- Dashboard design and deployment
- Augmented reality
- Software development

Digital Lean Service Delivery Methodologies

Our iterative Assess, Plan, Implement model ensures that the solution is tailored to your unique needs.

The first step is to understand what you are trying to achieve and what is happening in your organisation today. We facilitate your team to diagnose the current state across dimensions such as people, process, management system and technology. We listen to their goals, strengths, issues and frustrations. We then qualify our understanding with the team.

The assessment process sets the platform for the programme, including creating urgency for change and identifying key directions and objectives. This quickly leads to an implementation plan for the programme.

For our Digital Lean-type applications, we typically leverage structured problem-solving processes. This enables the project team to understand the many contributing factors to performance improvement and ensure we have considered all factors that need to be in place to ensure the required capability is implemented, and the identified benefits are realised.

We manage the implementation closely and provide high-quality coaching to ensure new ways of working are embedded and sustainable.

Referees: Upon request

Intent Group

Service Provider(s) Background

Intent was formed in 2003 to help NZ businesses use their people, processes and technology to achieve success by outperforming their competitors.

Intent leads the field in delivering, building and sustaining improved operational performance, including the adoption of digital technologies to enable this.

We're focused on delivering outstanding results. We achieve this by doing great work and making a difference for every client we work with. Between us we have hundreds of years of experience. Our regionally spread team is passionate about working together to deliver results that are achievable, unique and sustainable.

Technology is now leading process improvement, however, the key to success is the human factor: the people that use processes and technology, how they experience their work and activity, and how they can best contribute to the business.

We partner with a number of organisations to deliver integrated solutions, including: Beca, CTek, Effectus, Gallus, Competitive Capabilities International, Quanton, JumpShift and Sno-Tek.

We apply Digital Lean with consideration for the significant benefits available from modern integrated IT systems, and have a suite of best-practice COBIT aligned IT and Digital Readiness Assessment tools to prepare for a digital transformation.

Digital Lean Service Delivery Methodologies

We work with our customers to deliver enduring results through a combination of training, mentoring, coaching and demonstrating best-practice methodologies as they apply to each organisation. We are able to help transform organisational culture to provide strategic competitive advantage.

We use a proven five-stage maturity model to determine current performance across a range of best practices and capabilities. We are then able to map a pathway to significantly improve performance in a structured and logical way, delivering rapid improvements.

We have developed training materials, simulations and applications to support accelerated delivery and we are committed to transferring knowledge to our customers.

Our practitioners are all vastly experienced in a range of industries across the country.

We have worked with organisations such as GO Rentals, UteMaster, Southern Hospitality, Downer, Turners & Growers, Westland Milk Products, Fonterra and many more. For more information about the clients and industries we have helped transform, visit: **intentgroup.co.nz/our-clients**

Referees: Upon request

LMAC

Service Provider(s) Background

After 16 years' servicing NZ manufacturers – from small to large, multi-site – we have a good understanding of the issues they face. These include:

- Skills shortages
- Low productivity
- How to be competitive in a low-volume, high-variety manufacturing environment
- Getting good return on investment from technology/automation initiatives with lower production volumes than those of many offshore manufacturers
- Access to examples of best practice
- Finding the right solution providers and accessing service agents

Our approach of 'think big, start small and scale up quickly' takes these factors into account. Taking smaller steps in line with organisational readiness will ensure sustainable results and progression.

LMAC has assembled a team of results-driven advanced manufacturing experts. We have partnered with the leading solution providers across a range of technologies to ensure we can provide impartial and industry-leading advice.

We are certified Industry 4.0 SIRI (Smart Industry Readiness Index) assessors and use the latest methodologies to ensure we provide the most up-to-date support.

Digital Lean Service Delivery Methodologies

For any technology solution to be successful, you need sound processes, the right solution, and organisational readiness. LMAC pays equal attention to all these areas to ensure you realise the full benefit of your initiative.

We start with a readiness assessment to ensure you are ready for the change, and are focused on the right area. This can either be a quick verification activity or a more detailed Industry 4.0 SIRI readiness assessment, depending on your situation.

Unlike equipment and technology providers, we are not tied to a specific solution. Instead, we evaluate your organisation, processes and technology to establish what the problems and opportunities are, and then consider cost-effective solutions that are proven and reliable.

LMAC provides turnkey projects that use the latest project and change-management principles to deliver your desired outcomes.

Referees: Upon request

Industrial control system