

Smart Factory Benchmarking - Building a smart factory roadmap based on industry benchmarking

CHALLENGE

LG CNS is the Korean conglomerate LG's global IT service company responsible for developing, maintaining and improving production solutions within the LG group, aiming to cover a broad range of solutions.

Seeing manufacturing undergoing heavy shifts driven by digitalization, cloud integration, and shifts towards service-based business, LG CNS management aimed at systematically improving its Smart Factory capabilities. To ensure targeted development of their advanced cloud and IoT-based production solutions LG CNS engaged Rohrbeck Heger to benchmark the Smart Factory maturity of solution providers and clients in Europe against LG CNS' own solution and to define the future roadmap.

IMPACT

Benchmarking model incl. 350+ measurable parameters

For LG CNS, Rohrbeck Heger tailored a Smart Factory benchmarking methodology covering demand and solution side on four hierarchical levels. The two-sided model captures customer maturity and solution maturity, as well as each items' perceived importance for the future. More than 350 measurement parameters on solution and functional were developed, as well as standardized assessment criteria for evaluating Smart Factory needs and requirements.

Benchmarking of more than 150 organizations

Based on data from more than 150 European companies combined - solution providers and manufacturers - Rohrbeck Heger determined the state of the industry, the competitive environment and current solutions. Further, market potential estimates were derived using a triangulation based on original and public market data.

5 strategic development priorities

Based on benchmarking results we determined the state of LG CNS' solutions compared to competing solutions, identified and prioritized gaps in their current portfolio and determined 5 key strategic development priorities for the upcoming 3 years on solution and functional level.

APPROACH

Rohrbeck Heger developed a comprehensive hierarchical model and indicator system for key areas of the smart factory based on existing models and frameworks from academia, industry peers, associations and best practices.

The model includes customer maturity and solution maturity, which together comprise more than 350 analytical items captured in a reusable benchmarking tool. The items are grouped under three main categories: Connectivity, Manufacturing Operations Management (MOM) and data-based Services.

Rohrbeck Heger identified and surveyed more than 150 companies that have implemented or provide digital factory solutions. Results were mapped into the benchmarking tool, enabling customized evaluations on four different levels.

Besides the current state of solutions and implementations, future expectations of LG CNS's industry peers and potential customers were polled, providing further guidance for future development priorities of LG CNS' own solution.

Based on the collected data on solution maturity and future expectations, Rohrbeck Heger benchmarked LG CNS' own solution. Integrating strategic priorities of the client enabled re-evaluating and refining the development roadmap to address urgent development needs and identified gaps.



BENEFITS

✔ Peer benchmarking

The benchmarking with more than 150 companies enables an objective, evidence-based evaluation of own solution compared to industry peers including the identification of key functionalities, technologies, strengths and weaknesses.

✔ Industry insights

The analysis allows for a deep understanding of selected solutions such as the Siemens Digital Factory and Dassault Systèmes Smart Manufacturing solutions.

✔ Reusable benchmarking model

The benchmarking model is an easy to adjust, reusable model. It enables comparable future customer and solution-driven analyses that provide a deep and precise understanding for future customer demands.

ABOUT THE CLIENT



- Seoul, South Korea
- > €600 million
- 7 countries
- 4000+ employees



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