STEELCASE

The Digital Operations Transformation Strategy

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As a global leader in the office furniture and workplace solutions industry, **Steelcase** seeks to maintain its standing by accelerating the efficiency, effectiveness and consistency of its global operations. The project's objective is to identify key technologies based on perceived value and develop plans to validate the potential impact of selected solutions. To become an innovative leader, Steelcase is defining and pursuing a Digital Operations Transformation (DOT) strategic initiative. The 2020 Tauber team executed Phase one of the three phase DOT strategy as part of the Steelcase's Operations Strategy team.

The Tauber team's work is composed of three main steps: establishing the technologies, capabilities and innovations that compose the DOT strategy (referred to as building blocks), developing the business case for specified building blocks, and prioritizing those that offer highest value and feasibility.

As part of the Steelcase Operations Strategy team, the Tauber team, selected the overall set of building block technologies and capabilities. The analysis was informed by ongoing work at Steelcase, a competitive landscape analysis, and research about industry 4.0 and digitalization. With the technologies defined, the Tauber team developed the structured innovation plan for 10 of 25 blocks to determine the potential value at stake and summarize key information including a current state analysis, future vision, viability of adoption, and potential piloting strategy. Five of the 10 prioritized technologies—exoskeletons & wearables, automated quality inspection, digitized non-core processes, predictive maintenance, and the Industrial Internet of Things—arefeatured in today's presentation.The opportunities identifiedas part of the DOT strategy could unlock more than $10M in savings through safety, quality, delivery, and cost operations improvements through only two of the Tauber team's highest priority building blocks, with a much higher total to be determined across the full set of 25 digital technologies and capabilities.