

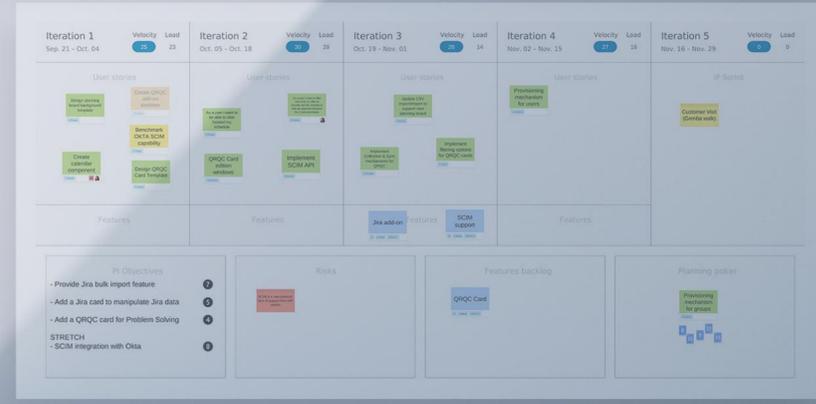
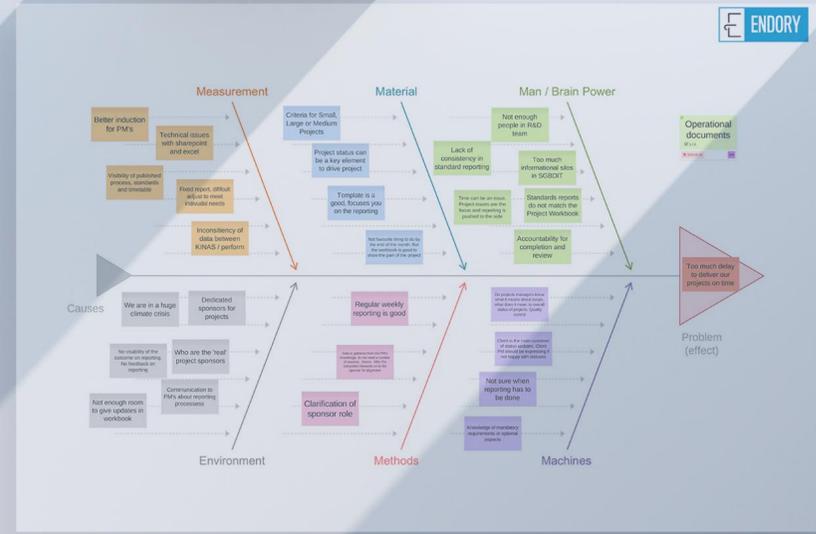
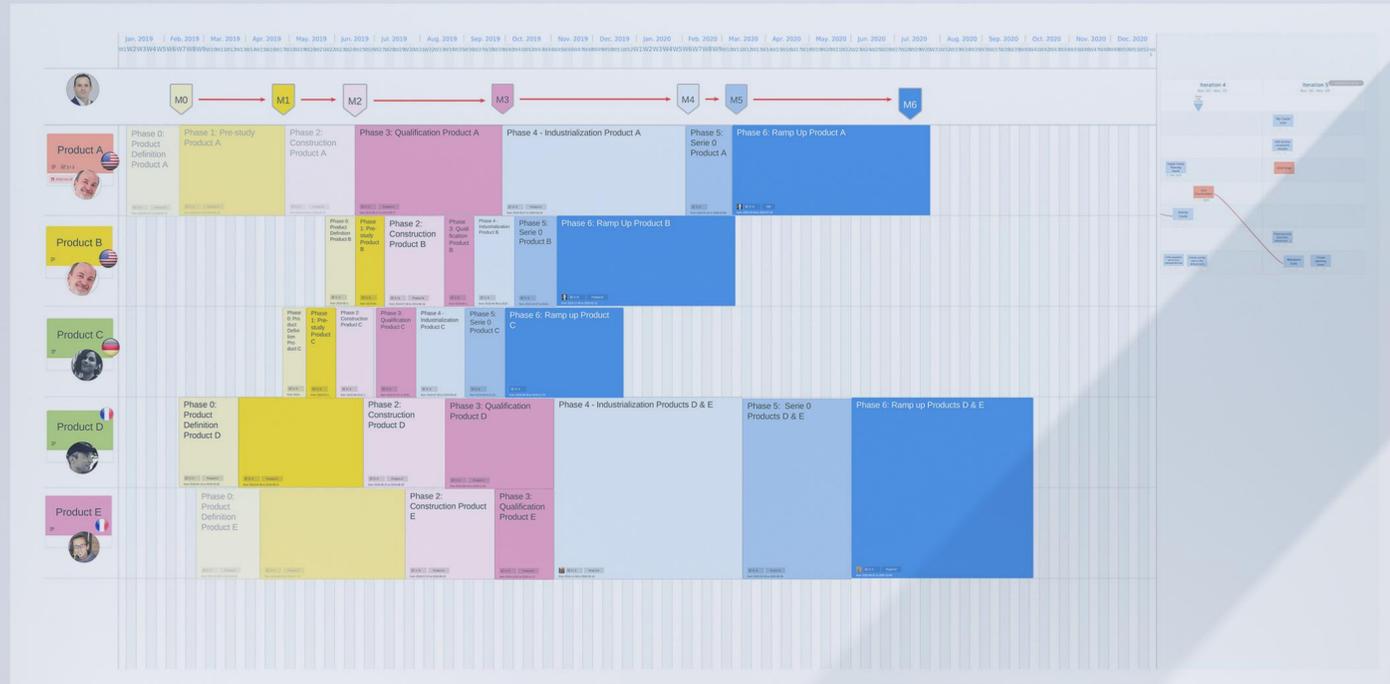


# From Data to Decisions: Visual Control Tower for Operational Excellence

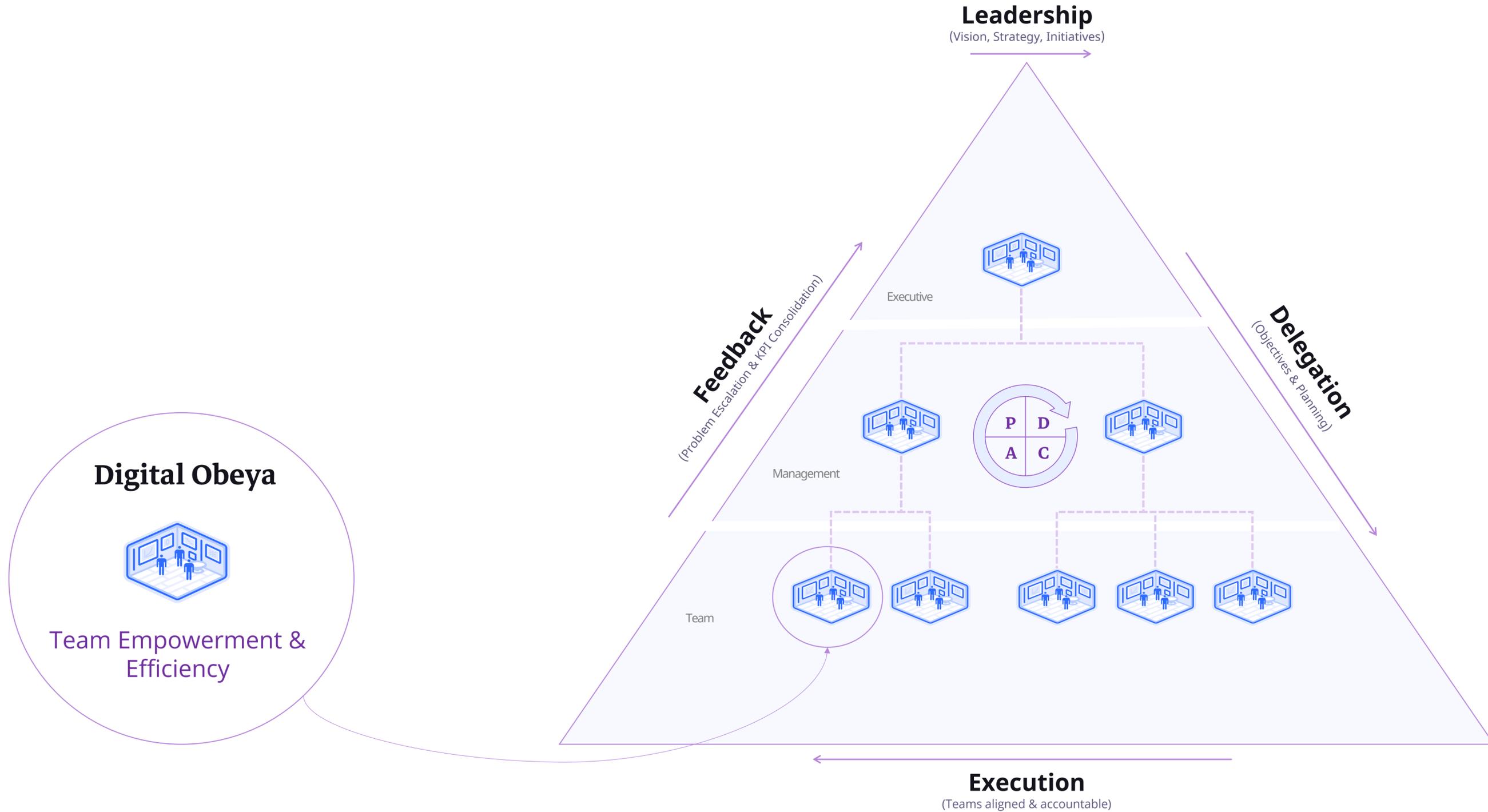


## Purpose: Why we are here

*“Many organizations are overflowing with metrics but are short on action.”*



# The Digital Obeya Platform



# Global leading organizations use iObeya

Automotive  
STELLANTIS VOLVO

Manufacturing  
SIEMENS Schneider Electric

Engineering  
ABB THALES

Aerospace  
SAFRAN AIRBUS

Consumer Goods  
MARS Kimberly-Clark

Telcos  
orange TDC



Technology  
Western Digital DANAHER GE

Defense  
NAVAL GROUP

Transportation  
AIRFRANCE IDLOGISTICS

Rail  
DB SNCF

Public sector  
DUTCH TAX OFFICE Politie Nederland

Luxury Goods  
RICHEMONT LVMH

Financial Services  
Allianz CRÉDIT AGRICOLE

Energy  
edf TotalEnergies

Life Sciences  
sanofi Lilly

# The Challenge in OpEx Decision Making

*“just 20 percent of respondents say their organizations excel at decision making.”*

*“Organizations today routinely work with billions of records; a decade ago, they used comparatively small datasets.”*

*“Globally, data generated annually grew from 2010 to 2025 around 90x.”*

*“Many organizations today are held back by slow, fragmented decision-making ... leaders lose up to 60 % of their decision-making time to inefficiencies.”*

## Quick Pulse Check

***“How confident are you that your KPI reviews drive faster, aligned decisions?”***

# Data Overload → Decision Paralysis

- **Limited cognitive processing capacity → too much data slows analysis.**
- **More options cause longer decision times (Hick-Hyman Law).**
- **Large information sets often lead to choice deferral or avoidance.**
- **Excess data reduces decision confidence, increasing the tendency to postpone.**
- **High complexity forces reliance on heuristics or waiting for more clarity.**

# Why KPIs Fail to Drive Decisions & Actions

- **No unified signal → KPIs conflict, creating information ambiguity**
- **Too many options → cognitive overload slows decisions**
- **No escalation flow → indicators aren't linked to action routines**
- **No shared prioritization → teams interpret metrics differently**
- **No cross-tier alignment → each level optimizes locally**
- **Wrong indicators → focus on lagging rather than leading signals**
- **Unclear ownership → no one is accountable for responding**

# The Decision Flow Loop



Traffic light turns **red**.

Red means **stop**.

Stopping now is **important**.

I **must** stop the car.

**Push** the brake pedal.

Was this the **right** choice?

*Raw data*

*Interpret signal*

*Evaluate multiple goals*

*Select response*

*Execute response*

*Update understanding*

**KPI goes off-target**

**Teams interpret breach**

**Which signal matters most**

**Team chooses countermeasure or next stop**

**Launch an action**

**Teams reflect: was it effective?**

## Leader Story / Case Snapshot

***“Escalation took too long:  
manual boarding and re-entry  
delayed corrective actions.”***

***“Information flow  
across tiers was disconnected:  
paper-based, delayed  
escalation.”***

***“Indicator set  
lacked standardization across sites  
(multiple sites ran different formats).”***

# “Where does your Decision Flow break?”



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**Push** the brake pedal.

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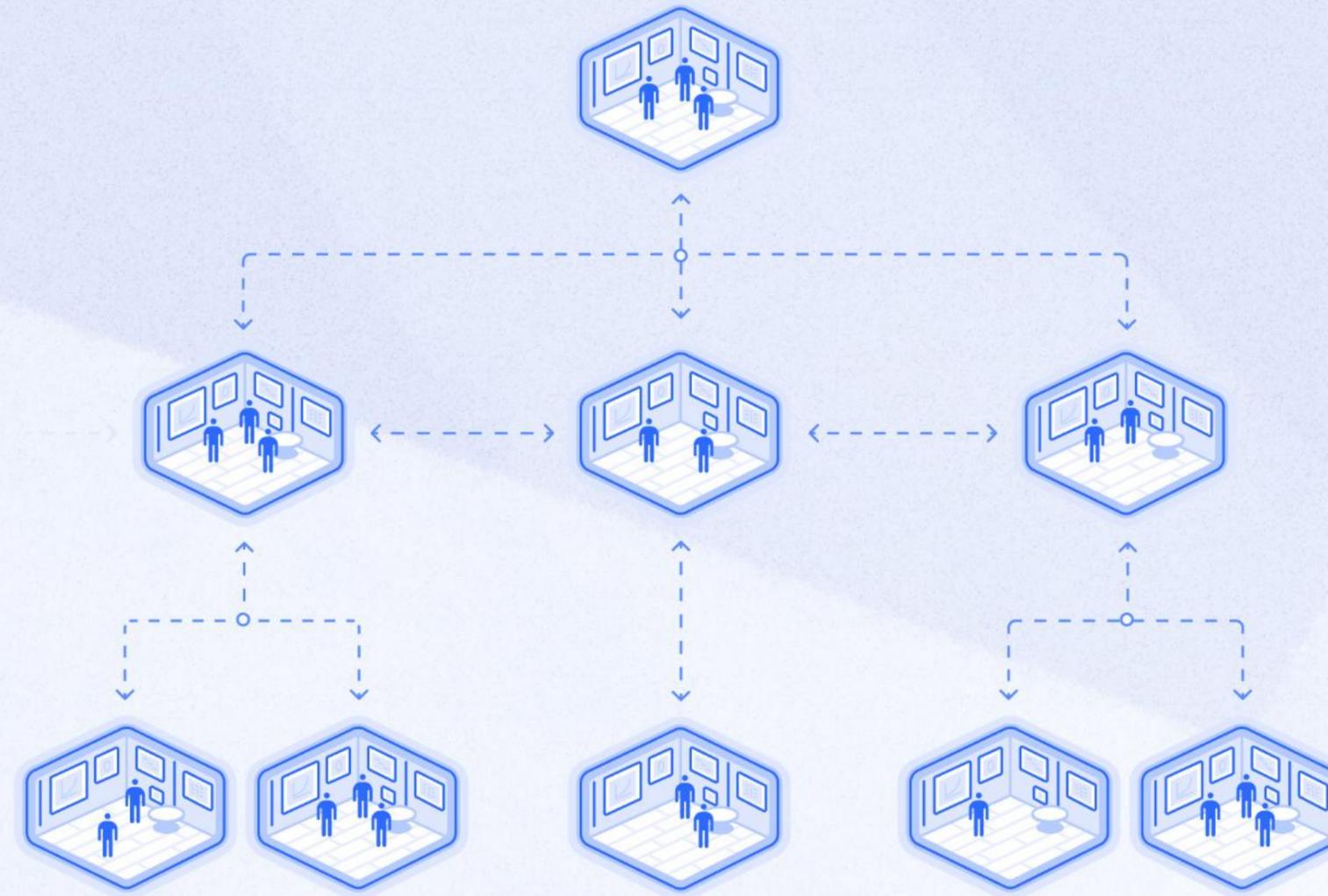
**Launch an action**

**Teams reflect: was it effective?**

# What Leading Manufacturers Do Differently

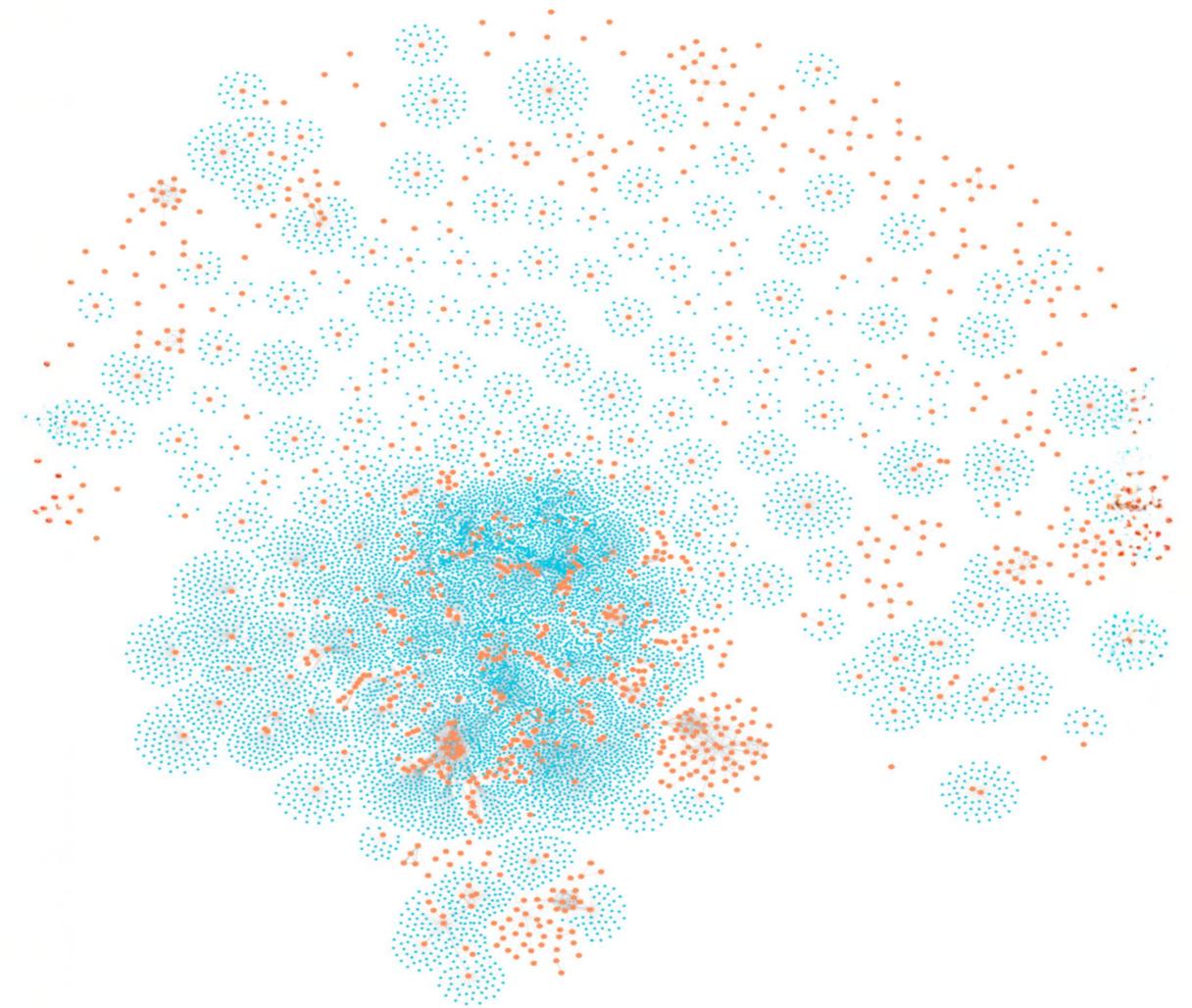
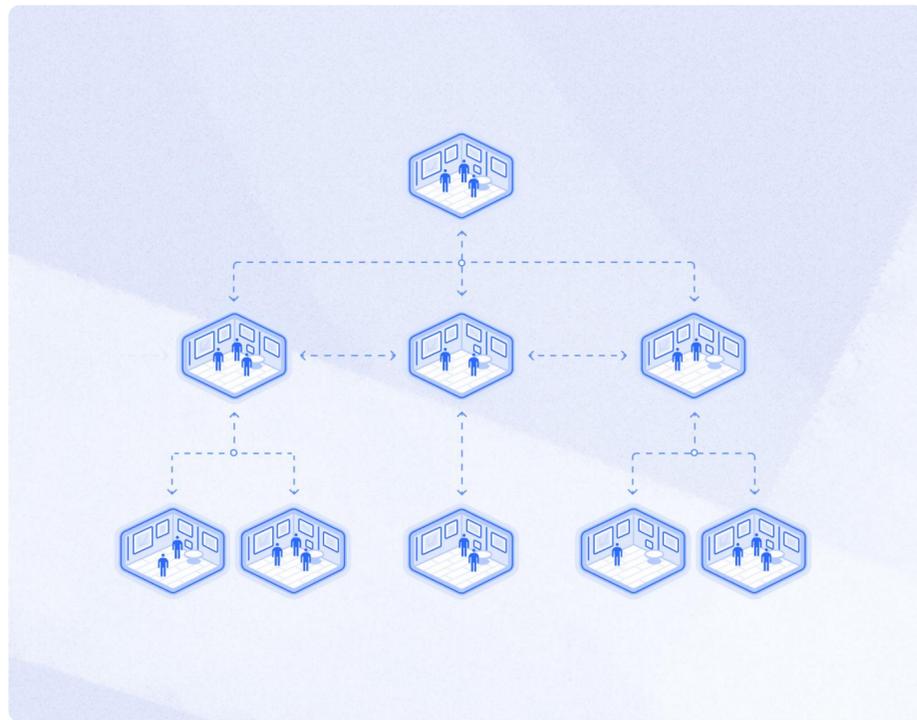
- **Converge KPIs into clear decision signals**
- **Standardize escalation across tiers**
- **Make decisions and actions visible**
- **Track decisions to actions to closure**
- **Practice double-loop learning**

# Your organization's brain connecting strategy and execution



# Organic Room System

## The brain of the learning organization



# The Human-AI multiplier

## What AI is good at

- **Pattern detection**
- **Forecasting**
- **Anomaly alerts**
- **Flagging dependencies**

## What Humans are irreplaceable at

- **Contextual evaluation**
- **Prioritization**
- **Trade-off decisions**
- **Behavior change**

# Human-AI Collaboration

AI accelerates the flow; Humans own the meaning and the decision.



- Validate whether the signal is real or relevant
- Add local and operational context

- Detect anomalies & deviations
- Monitor data streams
- Filter noise

- Interpret meaning
- Build shared understanding
- Apply tacit knowledge

- Provide context & history
- Summarize patterns
- Suggest possible

- Balance goals & constraints
- Negotiate priorities across teams

- Rank issues by severity/impact
- Predict consequences
- Recommend priorities

- Make the final choice
- Bring judgment, ethics, accountability

- Generate options
- Simulate outcomes
- Highlight risks

- Execute non-automatable work
- Coordinate tasks & stakeholders

- Automate workflows
- Update owners & deadlines
- Track progress

- Reflect on outcomes
- Conduct double-loop learning
- Adjust standards & systems

- Analyze patterns
- Spot recurrences
- Visualize insights

# Example Line Visual Management Board

## Daily news

**Plant 5S Audit**

To do Christoph...

**New Entry: Maintenance...**

To do Christoph...

**HR Portal**

To do Christoph...

**Plan training visit for new...**

To do Christoph...

- 
- 
- 
- 

Equipment safety checks completed?

Orders not yet completed / urgent for next shift?

Visualize team cross-training so we see skill coverage gaps

Track main defect types to focus improvement efforts

## SAFETY

## QUALITY

## DELIVERY

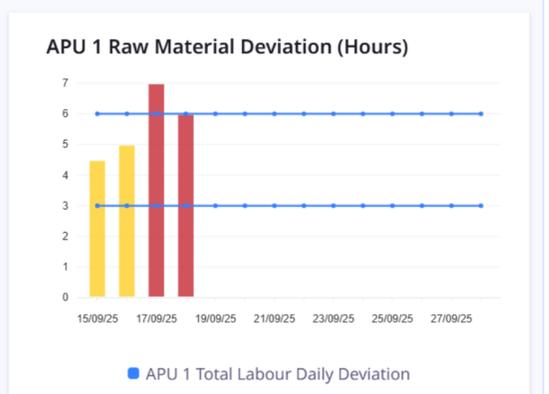
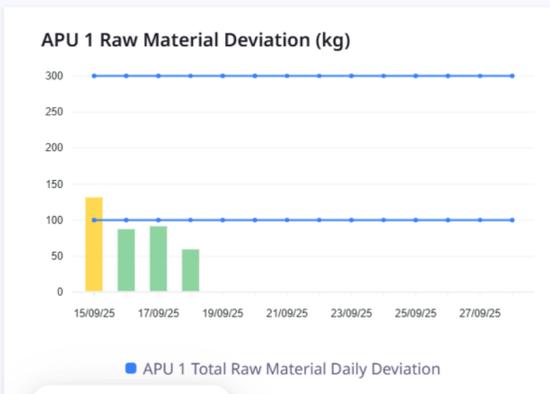
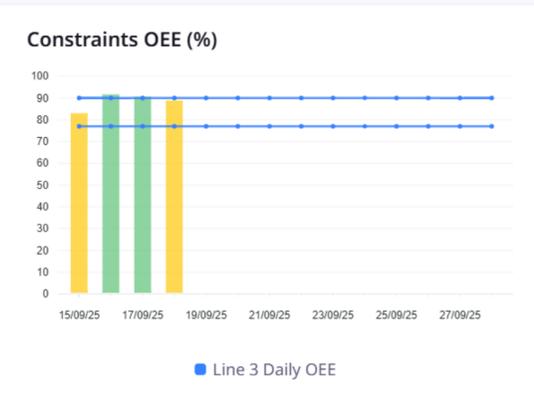
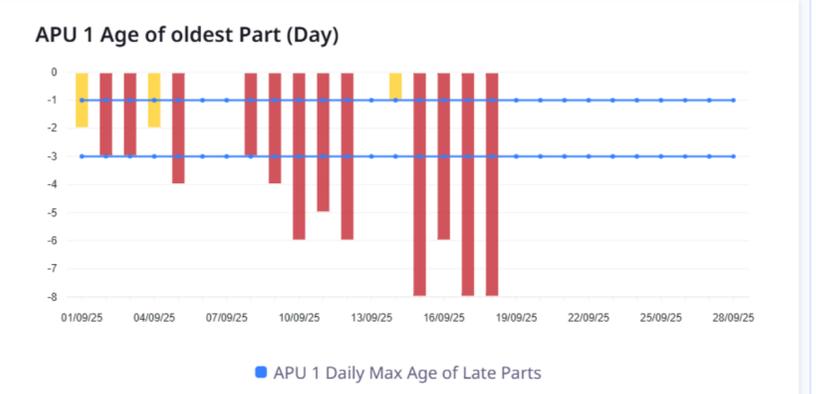
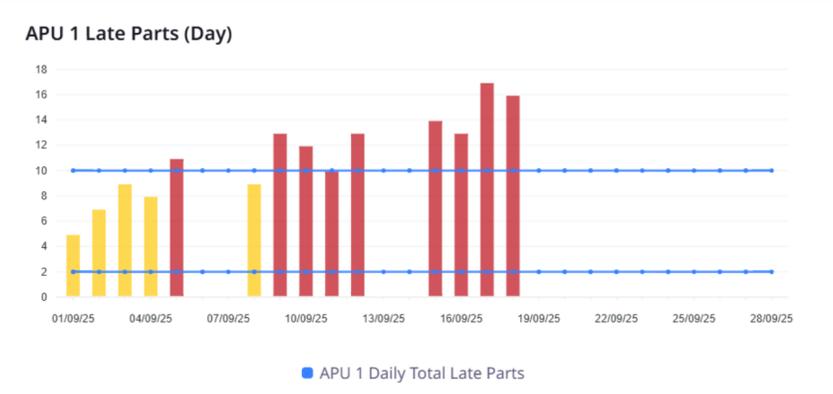
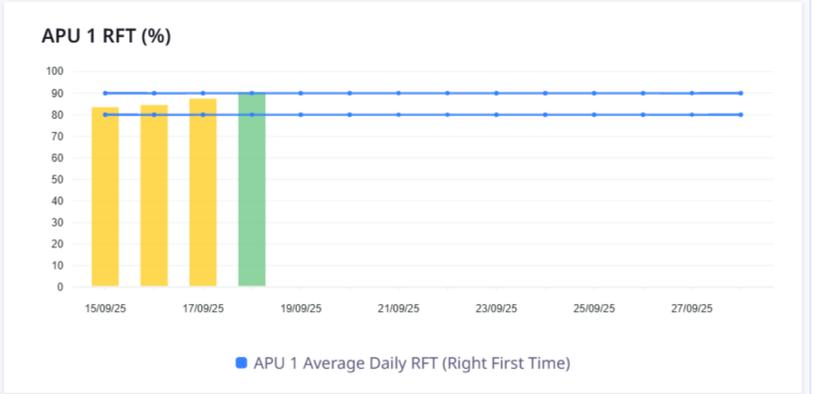
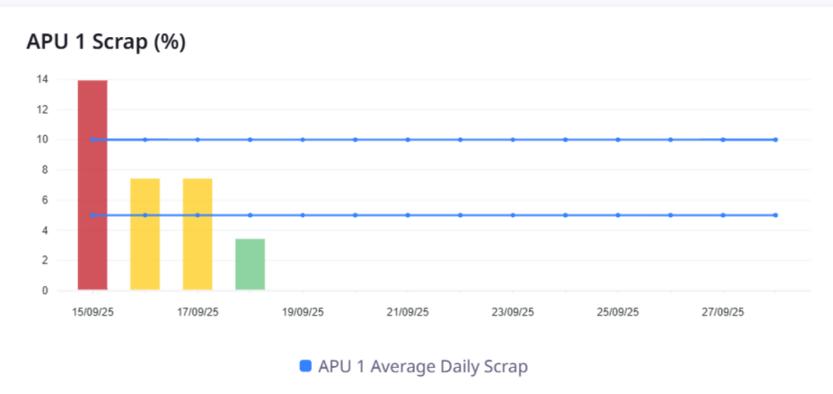
## COST

	01/09/25	02/09/25	03/09/25	04/09/25	05/09/25	06/09/25	07/09/25	08/09/25	09/09/25	10/09/25	11/09/25
APU 1 Daily Damage	0	0	0	1	0			1	0	0	1
APU 1 Daily Near Mis...	1	0	1	0	0			1	0	0	1
APU 1 Daily NSWA (No...	0	0	0	0	0			0	0	0	0

Daily routine

**DAYS WITHOUT ACCIDENTS**

0



## Actions escalated from Tier 1

Issues List • 3

- IOB-294 Jack burnt with corrosive spray during furnace 3.1 cleaning Analysis EB
- IOB-287 Operator received a light electrical shock during electrical ... Analysis EB
- IOB-186 Mounting holes are not aligned with the body Analysis NK

## Action escalated to Tier 3

Escalations to T3 • 2

- IOB-680 Review SMED in T3 CI meeting CP New
- IOB-401 Current CO time 100% > maximum available CP New

## APU 1 Action Plan

Tasks list • 8

- IOB-412 Furnace 3.2 improvement #4 None To do CP
- IOB-411 Furnace 3.2 improvement #3 None To do CP
- IOB-409 Furnace 3.2 improvement #2 None To do CP
- IOB-408 Furnace 3.2 improvement #1 23 - 30 Sep To do CP
- IOB-374 Plan training visit for new maintenance ma... None To do CP

## Miscellaneous

Dock

iObeya Intelligence 

## How iObeya with AI is Different



- **Your Guide to the practice of iObeya, Obeya, and Operational Excellence**
  - Assistant to the use of iObeya and the creation of content
  - Expert in Lean routines, Obeya and Operational Excellence
  - Expert in using iObeya
  - Optimizes your problem solving and decision making by learning from the past
  - Learns from your methods, processes, systems and generates didactic videos to illustrate them
  - Creates a joint learning system (individual & organizational)



- **Connected system that turns every decision into shared learning**
  - Ask questions across your connected systems directly from iObeya
  - Discuss live data from SAP, MES, or Quality in one shared room
  - Generate instant visual updates, summaries, and insights by prompt
  - Compare actions and outcomes across teams, production lines, and systems
  - Reveal hidden correlations between KPIs, issues, and improvements
  - Capture learnings so every cycle strengthens the next

# Data-Centric

## a complete, customizable & integrable OpEx model

### Objective

Define a measurable target that guides focus and prioritization. It defines what to achieve, the expected level of performance and the timeframe.

### Issue

Record any operational barrier, defect or deviation that affects performance.

### Action

Document specific commitments taken to resolve **Issues** with formalized countermeasures, corrective steps or preventive measures.

### Project

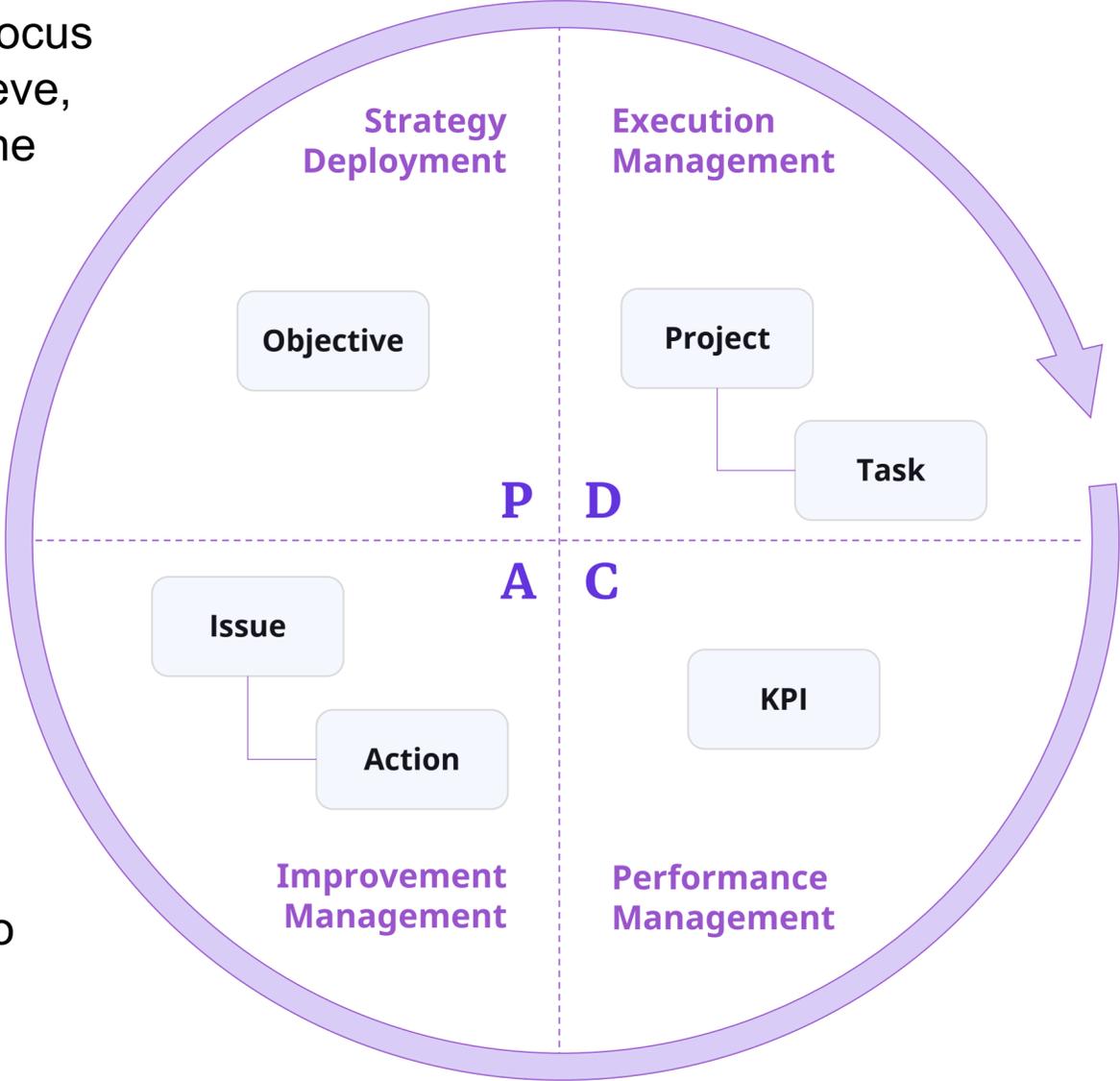
Define a focused initiative with dedicated scope, resources, milestones and expected outcomes.

### Task

Represent a discrete operational action with a specific owner and deadline.

### KPI (Key Performance Indicator)

Measure a critical process performance to monitor health and detect early deviations.



Demonstration purpose only.  
These are not actual iObeya products

# Example Uses of AI with iObeya



## Personal Obeya Assistant

You return after two weeks away.

Instead of scrolling through endless emails and updates, iObeya instantly shows what changed while you were gone. AI highlights the three changes that matter most:

- a KPI trend that turned red last week,
- a decision waiting for your approval,
- a risk that escalated across two teams.

You're caught up, aligned, and ready to go.



## iObeya Site Assistant

A line goes down and you need answers fast.

You open the Production Obeya, and iObeya automatically pulls together a situation report: which KPIs were hit, which actions triggered, and who is already addressing what. The room becomes your real-time command center: people, data, and actions in one flow.

You move from chaos to clarity, with an actionable plan in minutes.



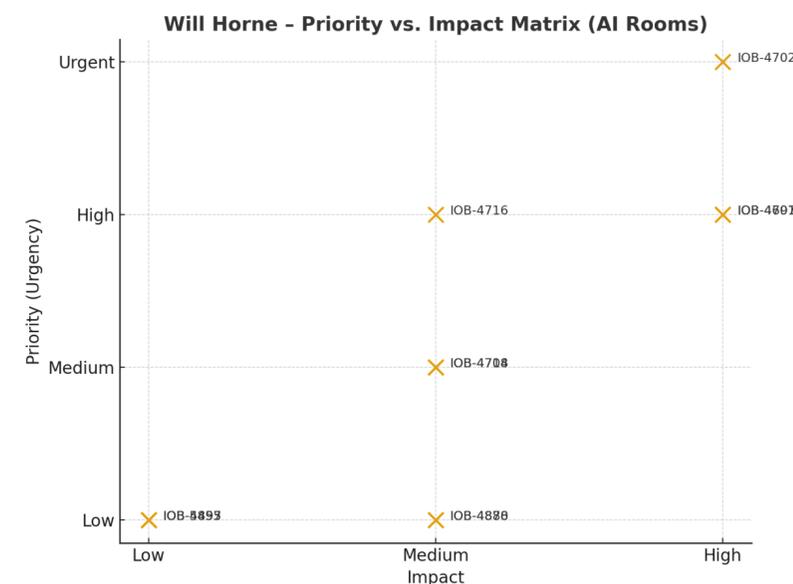
## iObeya Lean/OpEx Coach

You start your weekly OpEx review.

Instead of manually comparing dashboards, iObeya can show you cross-site patterns. Your AI suggests where you have the highest potential impact: cost avoidance opportunities, efficiency gains, and where standard work is drifting.

Because every insight is tied to real actions and owners, you know exactly where to focus.

You don't just see numbers: you see where the organization can get better, together.



## Production Halt — 2025-10-28 Incident

### Situation Overview

At 07:15 on Tuesday, October 28, 2025, production was halted following a catastrophic conveyor line failure in the main assembly area. Early warning signals appeared in the previous week through delayed maintenance actions and a high-risk equipment item not yet replaced. The failure stopped all throughput on the primary line; limited manual rework has kept minimal output online.

### Timeline of Events

Oct 24	IOB-4701 ("Replace Worn Belt Sensor") due — delayed due to missing part.
Oct 25	IOB-4702 ("Procure Spare Conveyor Motor") missed due to supplier backlog.
Oct 27	Temperature alarms recorded abnormal spikes, no escalation logged.
Oct 28 07:15	Full production halt after conveyor motor seizure.
Oct 28 20:30	Containment and recovery tasks created (IOB-4714, IOB-4716, IOB-4708).
Oct 29–30	Verification and corrective projects initiated.

Domain	Data from Home	Inferred Pattern	Suggested Lean Action
Quality → Delivery	KPIs IOB-4918 & IOB-4915 + Issue IOB-4925	Supplier quality impacting OTD	Supplier collaboration, incoming inspection, mini-dashboard
Workload Alignment	Issue IOB-4926 + Action IOB-4927 (no tasks)	Lack of task breakdown → overtime	WIP visuals, task pull, capacity check
Shift Readiness → FPY	Action IOB-4928 + KPI IOB-4924	Unprepared shift start affecting FPY	Checklist + leveling, FPY experiment

# Reducing Decision Latency by 40%

- **Latency matters more than data volume**
- **Clear ownership and decision rights reduce latency**
- **Data latency, decision latency, feedback latency distinct and cumulative**
- **Speed-accuracy trade-off exists, but faster decisions can yield better results**
- **“Real-time” is essential**

# Five Levers of Decision Speed

- 1. KPI-to-Action rules**
- 2. Tier cadence**
- 3. Upstream & downstream visibility**
- 4. Automated alerting**
- 5. Clear escalation pathways**

# Benefits of Faster Decisions

***"24/7 always-on visual management allowing us to see problems we didn't know we had."***

***"Move from reactive to proactive operations"***

***"Reduced Tier Coordination meeting from one hour to six minutes."***

***"Real-time shared visibility across roles & leadership"***



# Take-Home Decision-Speed Questions

*Where in your organization does decision latency occur: detection, escalation, alignment, or action?*

*When a KPI turns red, how long does it take until someone takes a meaningful action and how consistent is that across tiers?*

*Do all tiers see the same signal, the same context, and the same priorities at the same time?*

*What percentage of KPIs actually lead to decisions and action?*

*Where do you need better visuals, and where do you need better routines?*

# Why Most Control Towers Fail



- **Designed as dashboards, not decision systems.**
- **Aggregate data but don't connect decisions or drive decisions**
- **Lack tier-based integration.**
- **Overwhelm instead of prioritize.**
- **Not embedded in Daily Management.**
- **Data not trusted.**
- **Ignore the human side of decision-making.**

# Enabling Sustainable Success

- **Present information in the right context**
- **Synchronize across tiers in real-time**
- **Create collaborative environment**
- **Run data-quality rituals**
- **Solve problems in regular cadence**

# **Final Message: Modern Operational Excellence**

**Modern Operational Excellence is about  
putting people at the center and  
provide them with the right information in context  
so they can drive meaningful action.  
AI is a powerful enabler in service of that mission.**



Thank You!

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