

Digital Enterprise

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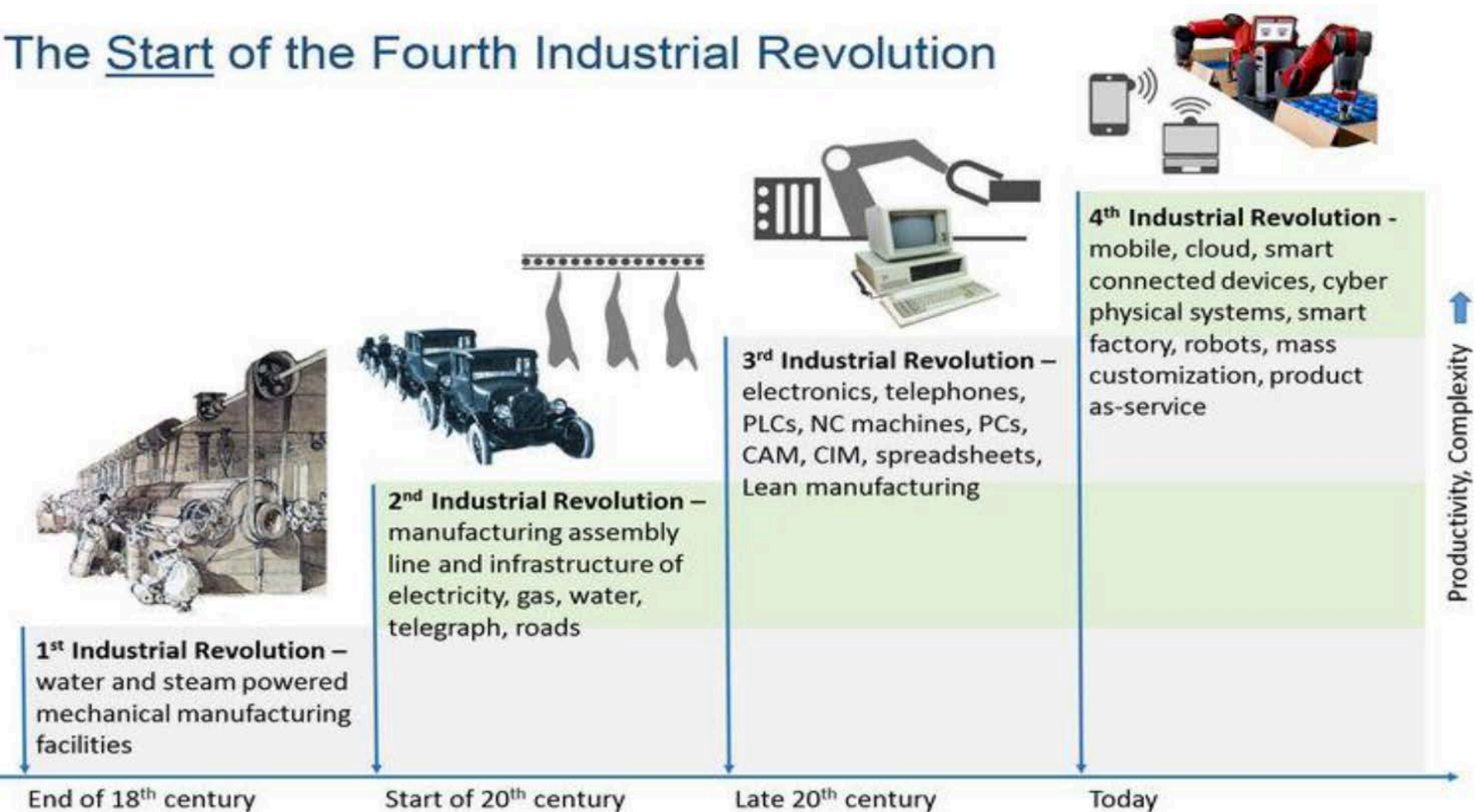
ref.

<https://www.youtube.com/nvidia>

<http://www.uilabs.org/innovation-platforms/manufacturing/>

The Fourth Industrial Revolution

The Start of the Fourth Industrial Revolution



Digital Organization

- Digital Leadership (Digital Transformation Change Mgmt, Digital ROI/Business Cases/Deployable Funding, Digital Pace)
- Digital Enterprise Content Management
- Digital Community (Collaboration, Shared Ownership)
- Digital Ethics

Data Utilization (Enterprise Level)

- Enterprise Management: ERP

Product Lifecycle Management

- Design: PDM
- Manufacturing: MOM, MPM, MES
- Product Usage and Feedback
- Supply Chain: MRP

Enterprise Risk Management

- Business Continuity & Resiliency
- Disaster Recovery
- Data Continuity
- Data Recovery
- Risk Registry / Impact Analysis

Research

- Materials
- Processes
- Technologies
- Partnerships
- Innovation Labs

Digital Product Definition (Thread Plan/Curation)

- Data Sources •Data Definitions •Authors & Consumers
- System & Feedback Models •Legacy Data Management
- Communities of Practice and Data Grouping

Data Pathways

- Communication Protocols
- Network Architecture
- User Devices •Gateways
- Storage Systems
- Transmitting Systems

Security

- Device Cybersecurity
- Software Cybersecurity
- Information Cybersecurity
- Data Transfer Security

Data Management

- Business/Data Reqs. & Definition •Data Mining
- Data Modeling •Data Architecture •Data Fusion
- Data Model Management •Data Life Cycle
- Cloud •Data Integrity Data Cost Modeling

Digital Design MBSE: Part/Assembly/System

Product Design & Simulation (Behavior)

Product Design Segments

- Mechanical •Part & Assembly Design & Simulation
- Electrical •Electrical System Design & Simulation
- Software & Embedded Systems •Product Software Systems (High Level) •Product Embedded Systems (Low Level)

Product Design & Simulation Tools

- Concept Development •Digital Sketch/Render •CAD
- VR/AR •FEA/M •CFD/E •Multiphysics Simulation
- Rapid Prototyping •Design for Manufacture/Assembly
- Design for Cost •Design for Service

Product Definition (Context)

- Model Based Product Definition Package (DP2 or TDP)**
- Geometry •Material Definitions •Contextual Definitions
- Design Intent •Surface Finish Requirements •GD&T
- Part vs. Assembly Definition •BOMS

Product Reliability (Improvement)

- Product Testing and Internal Feedback Systems
- External Product Feedback Systems

Supply Chain Risk Management

- Design: Design Alternatives (parts, materials, packaging)
- Manufacturing: Supplier Qualification & Capability Analysis, Supplier Visibility, Inventory Planning
- Logistics: Discrete Event Simulation (Channel or Event Impact Analysis)
- Legislative Impacts (Import/Export Regulations)

Digital Manufacturing

Manufacturing System Monitoring

- Sensors •Connected Equipment •Predictive Maintenance
- Asset Performance Monitoring and Management
- Digital Metrology (CMM, connected gauges)
- Digital Assembly Tools (driver/torque wrenches)

Manufacturing System Control

- Controllers (PAC, PLC, Drive Controls) •CNC
- Robotic Systems •Automated Systems

Manufacturing System Support

- Digital Work Instructions (Device, Wearable, VR/AR)
- Worker Support Tools (pick-to-light, smart work stations) •HMI

Manufacturing Simulation & Methods

- CAM •ICME •Process Simulation •Assembly Simulation
- Discrete Event Simulation (Assembly, Line, System)
- Motion System Simulation

Infrastructure

- Building Control Systems •Building Security Systems
- SCADA, plant systems •Shop Floor OT Systems

Automated Material Handling

- AGVs (Tape Based and Adaptive Path Planning)
- Mobile Robotics
- Delivery Planning and Station Response Systems

Cognitive Systems

- Embedded •Cognitive Environments

Digital Product

Product Lifecycle Data

- Usage •Environment Conditions
- Performance •Alarms •Location

Product Customer Services

- Performance Monitoring & Optimization (product)
- Maintenance Planning (scheduled and analytic)
- Asset Tracking •Community Tech Support
- End-of-Life Decommissioning

Product Lifecycle Feedback

- Performance Optimization (concurrent)
- Reliability Improvement
- Customization to Market (Sales Engineering)
- Business-side Services ("Rent/Buy" price/adjustments, etc.)

Connected Inventory (External)

- Material In-Transit Sensing
- Material In-Transit Tracking
- Fleet Management (Plan, Track, Idle Services)

(Internal)

- Inventory Tracking (RFID, GPS, Vision)
- Automated Storage & Retrieval Systems

Enterprise Virtualization

- Value of Pursuing Digital Excellence
- Digital Transformation
- Digital Twin

<https://www.youtube.com/watch?v=RaOejcczPas>

<https://www.youtube.com/watch?v=5pduzVtpIPi>

<https://www.youtube.com/watch?v=Ri0TD7kYsIQ>

- Digital Thread

<https://www.youtube.com/watch?v=rkachfbskKU>

<https://www.youtube.com/watch?v=ULFKLHzsA4E>

<https://www.youtube.com/watch?v=TIEkYVaijgc>

<https://www.youtube.com/watch?v=CFo9OE-f9Ws>

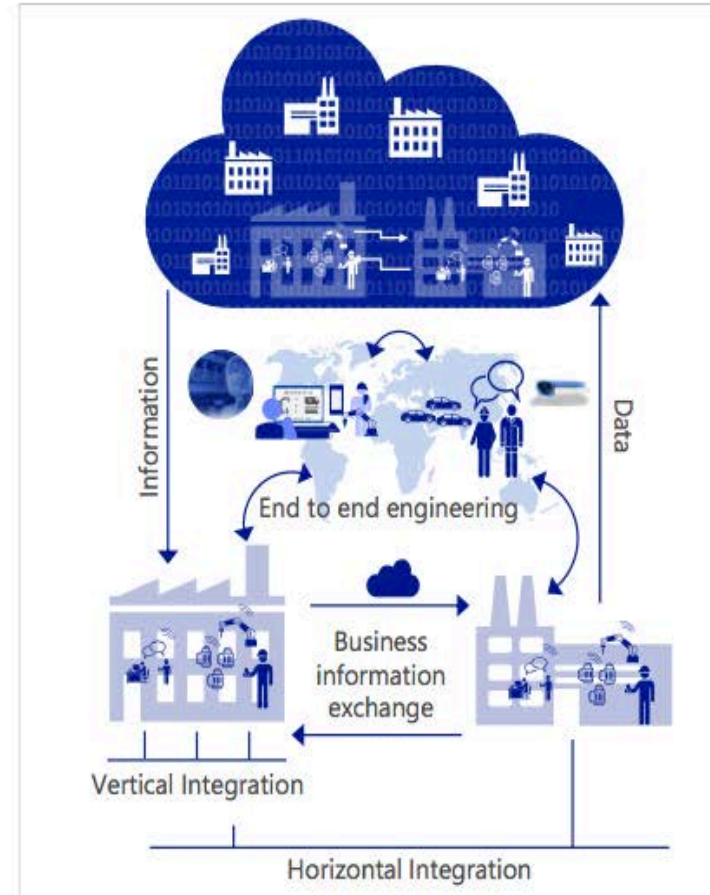
- Digital Workplace
- Digital Workforce

The Value of Pursuing Digital Excellence

Leading manufacturers have mastered operational and manufacturing excellence.

Now, is the time to differentiate by mastering on digital excellence as well.

-  An Automotive Value Network
-  An Industrial Equipment Value Network
-  Digital Factories
-  The Field and Engineering Service Economy
-  Immersive Experiences Delivering Business Value



Excellence in Digital Manufacturing, Today

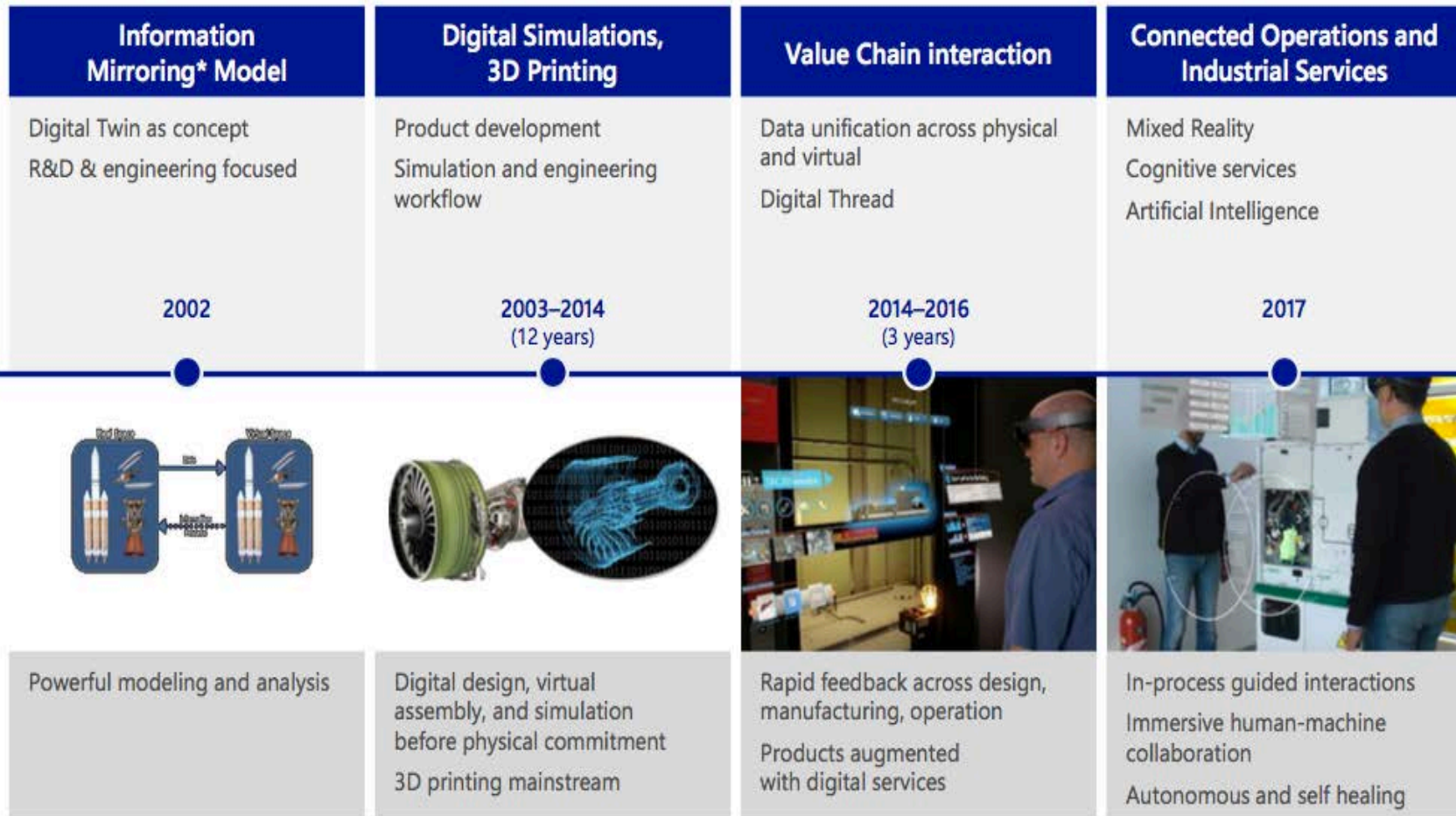
Accelerate value creation and drive sustained improvement through immersive human-machine interaction and innovative partnerships, using a trusted cloud platform

Digital Excellence strategic framework



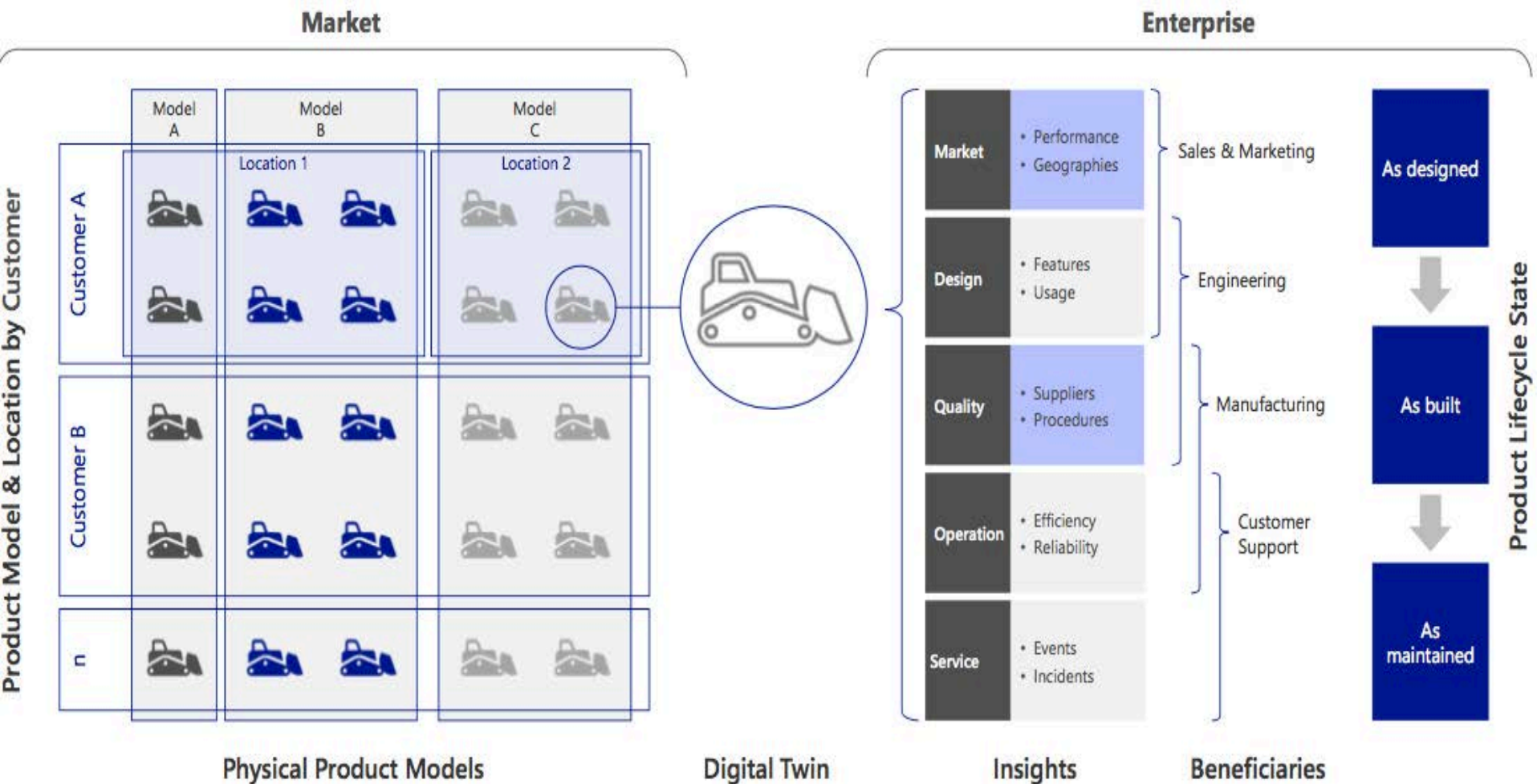
Mixed reality | Cognitive & Intelligent Equipment | Value Network Collaboration

A New Class of Digital Twin

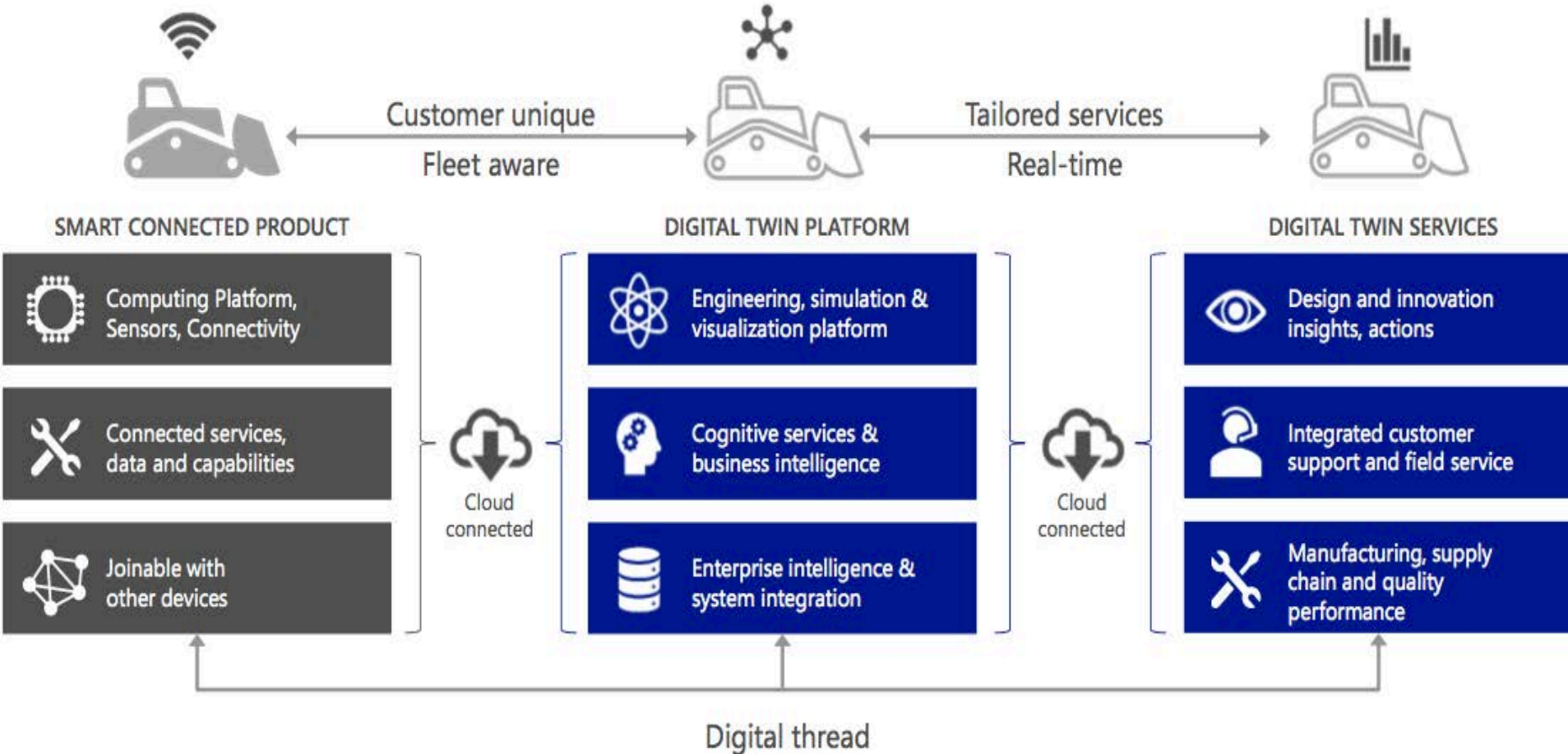


*Dr. Michael Grieves and John Vickers – University of Michigan

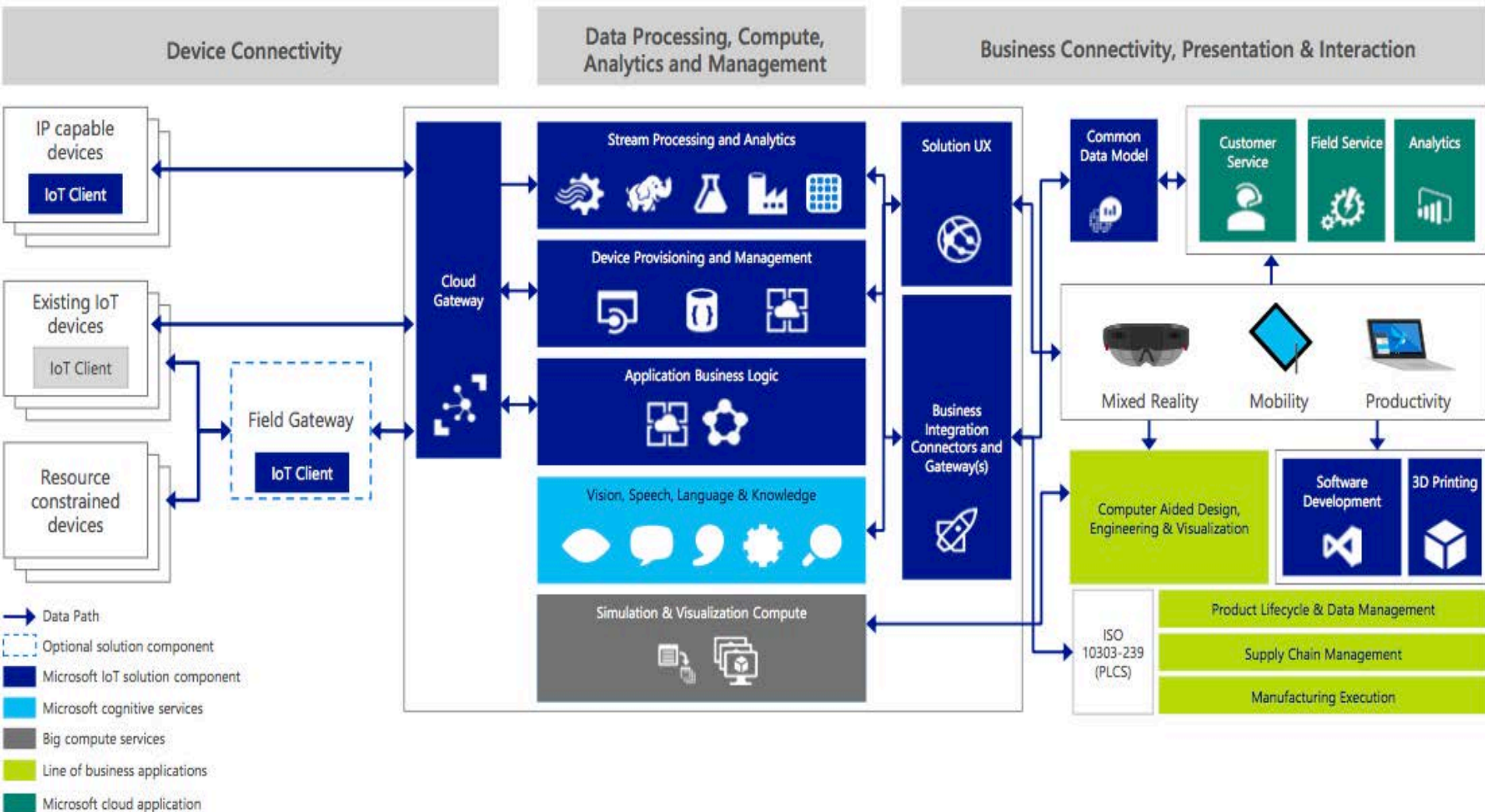
Digital Twin: A virtual instance of a customer's smart connected physical product



Digital Twin Solution Architecture

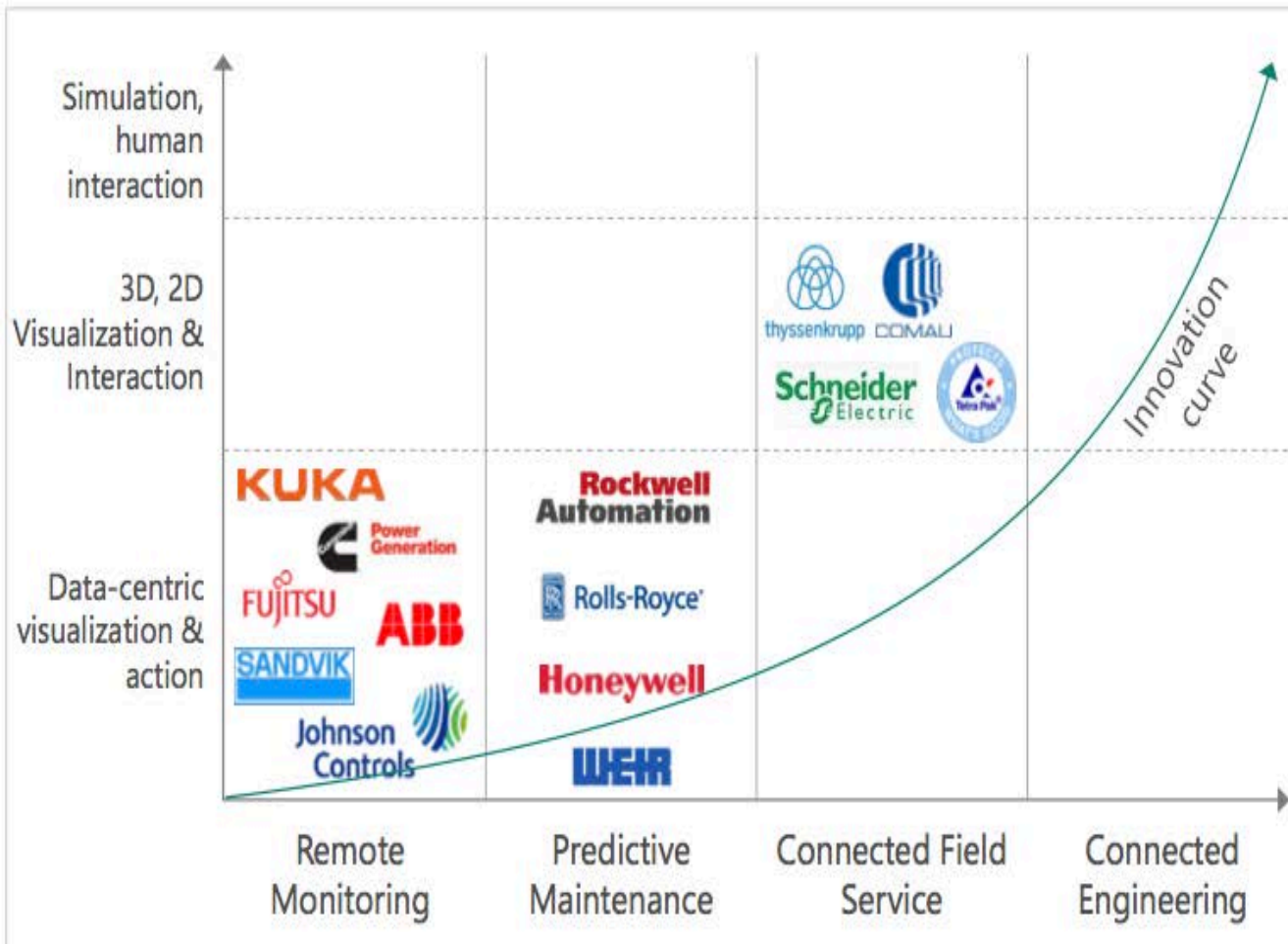


Digital Twin System Architecture



Courtesy of Microsoft 2017

Digital Twin is a Strategic Journey



The Connected Customer

- Monitor performance & maximize efficiency, reliability
- Refine or add value-added equipment features & services
- Mitigate downtime and increase availability

The Connected Enterprise

- Drive design & engineering innovation through customer & equipment insights
- Improve quality and reliability
- Differentiate with 360 degree customer service

Digital Transformation: An Imperative

40%

of operational processes will be self-healing and self-learning by 2022²

70%

of manufacturers will put operations at the forefront of digital transformation projects by 2020¹

14.0 Digital First Movers simultaneously achieve new revenue and cost reduction



Only 4% of digital first movers that integrate vertically, horizontally and with Customers. The average digital company improves 2.9% p.a. revenue and reduces 3.6% p.a. cost³

Mastering digital up to **15% revenue increase** and simultaneous **reduction in cost to serve of more than 20%**⁴

48%

manufacturers are ready for new forms of human-machine interaction⁵

77%

CEOs see agility as a growing source of competitive advantage⁶

Forces driving digital manufacturing

14.0 Design Principles

Vertical integration | Horizontal integration | End-to-end engineering

Digital Twin

A virtual representation of a product, process, or service



Digital Twin

- A digital twin is a dynamic digital representation of an industrial asset, that enables companies to better understand and predict the performance of their machines and find new revenue streams, and change the way their business operates.
- <https://www.youtube.com/watch?v=2dCz3oL2rTw>
- https://www.youtube.com/watch?v=r_2GRLxAsEs
- <https://www.youtube.com/watch?v=0ccMF5G5L5w>

The Fourth Industrial Revolution: Digital Manufacturing and Design (DMD)

IoT – Industrial Internet of Things

Smart Factory

Data-driven factory of the future

Manufacturing 4.0

Digital Thread

Industry 4.0

Intelligent Factory

Factory of the Future

“Digitizing the shop floor”

The Fourth Industrial Revolution

What forces are driving the digitization of manufacturing operations?

Challenges



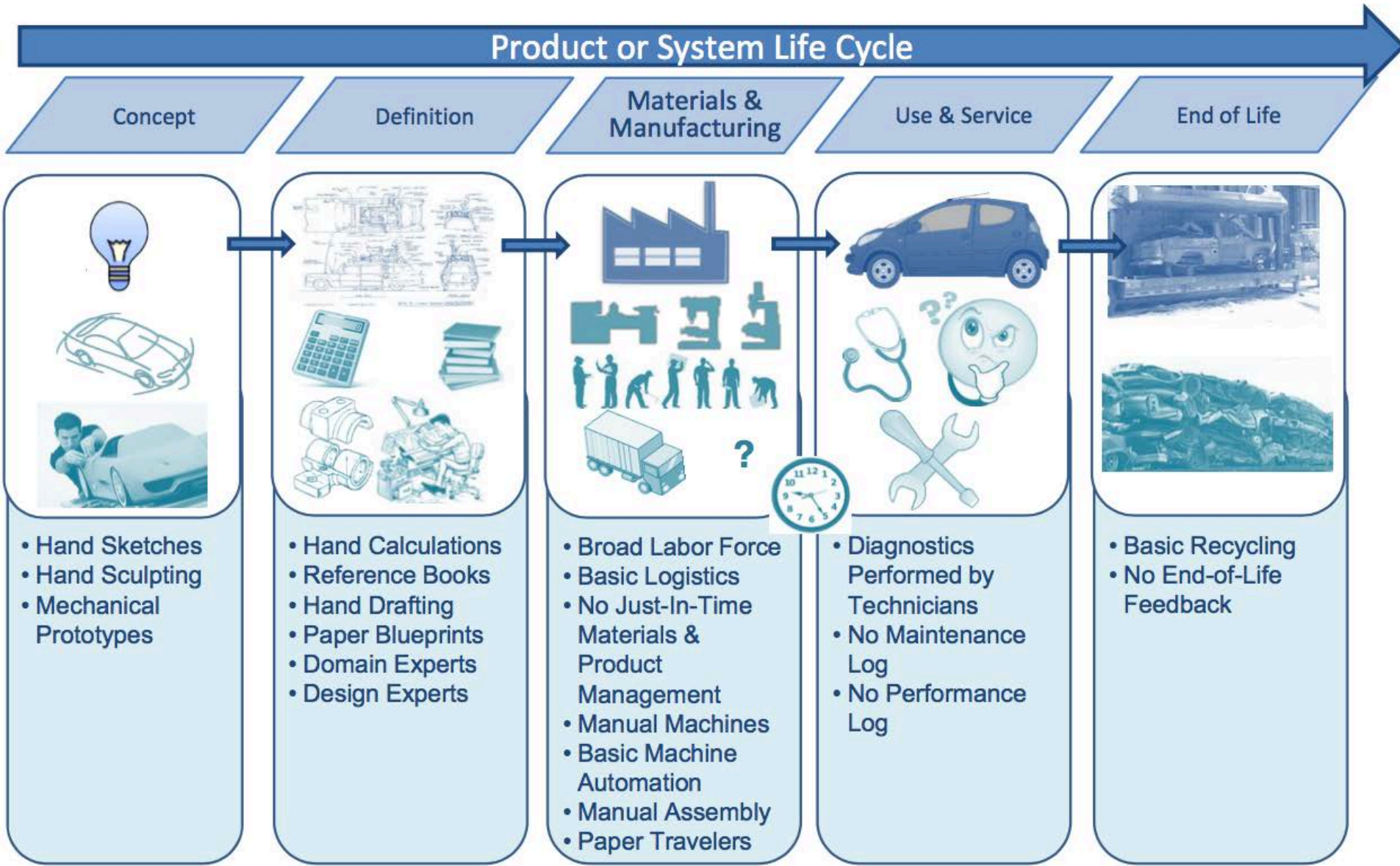
- **Separation of designers and makers** has slowed innovation
- **Barriers for Sharing Data and Information** including: technology, skills, incentives, security, trust, IP, standards
- **Increasing cost of labor globally**, skills gap
- **Rising costs of materials and supply constraints**

Opportunities

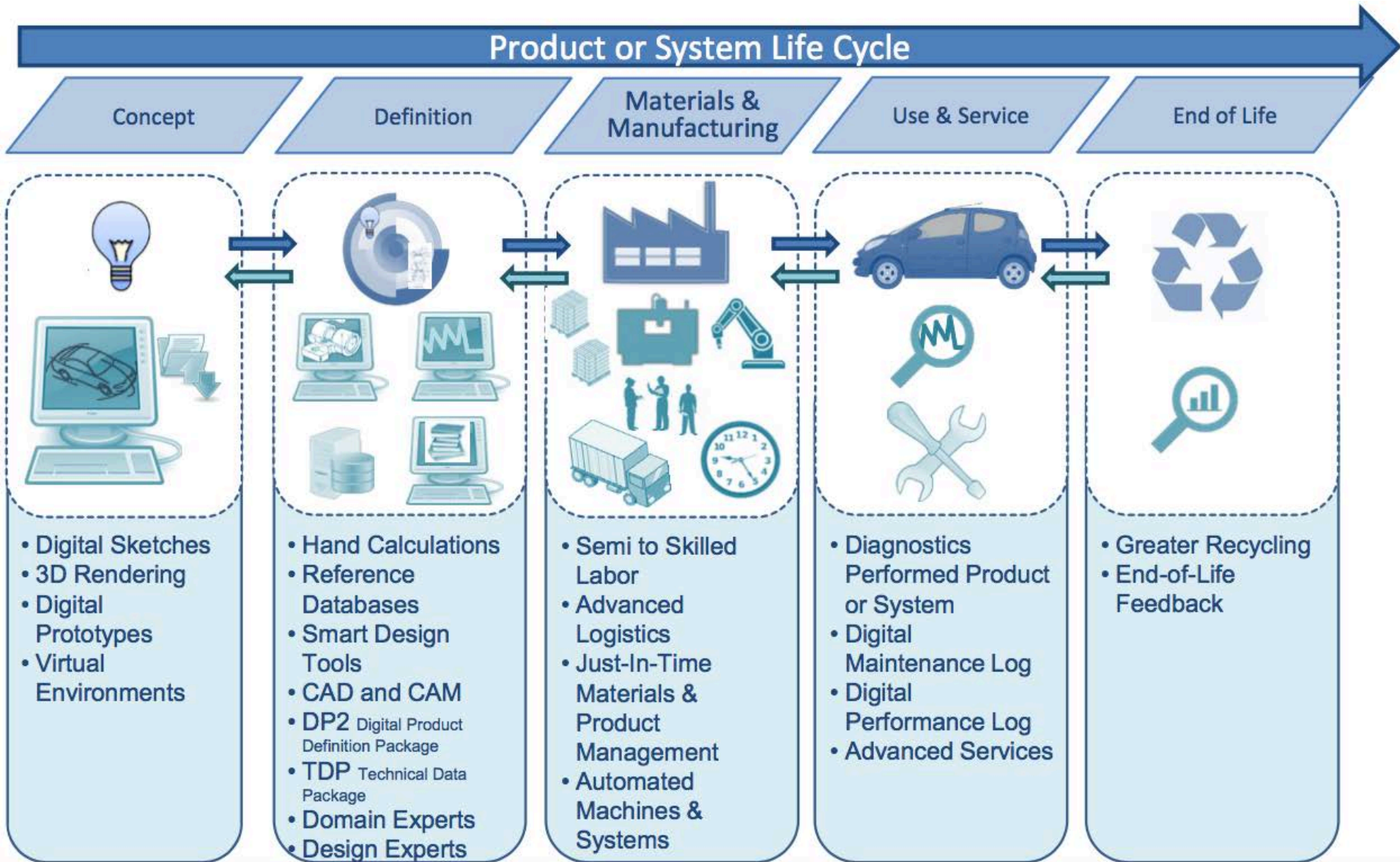


- **Digital link** between designers and makers
- **Digital connections to physical assets** machines, factories, and supply chains
- **Data aggregation and analysis** to do more with existing resources

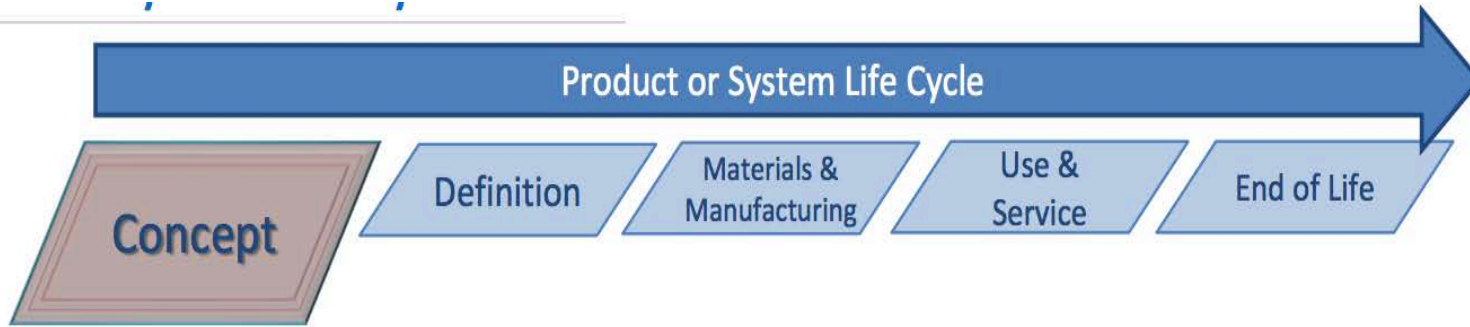
Traditional Product Lifecycle



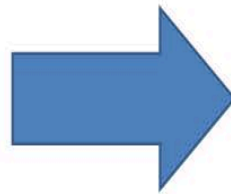
DM&D Product Life Cycle



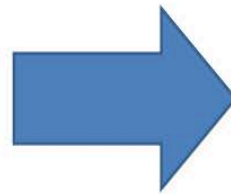
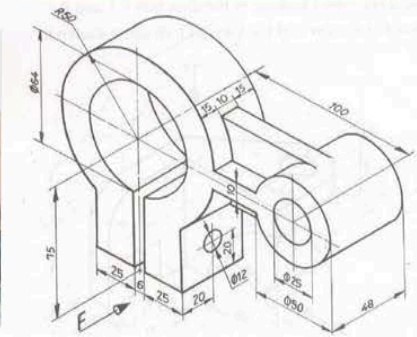
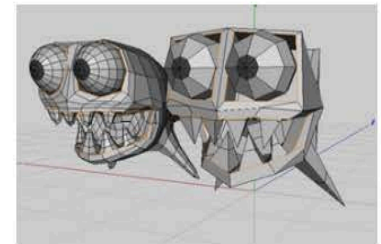
Product or System Life Cycle - Traditional and DMD



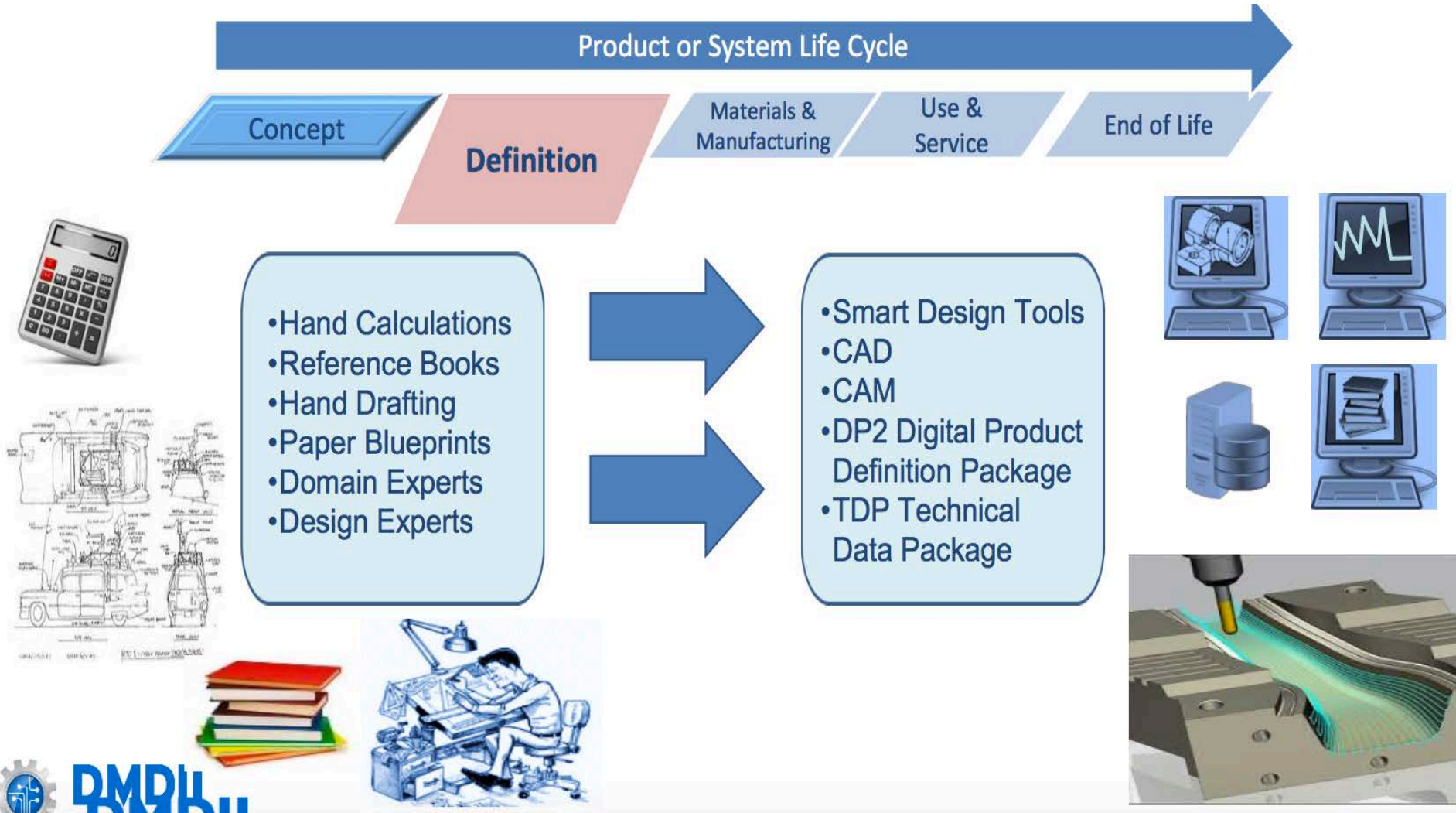
- Hand Sketches
- Hand Sculpting
- Mechanical Prototypes



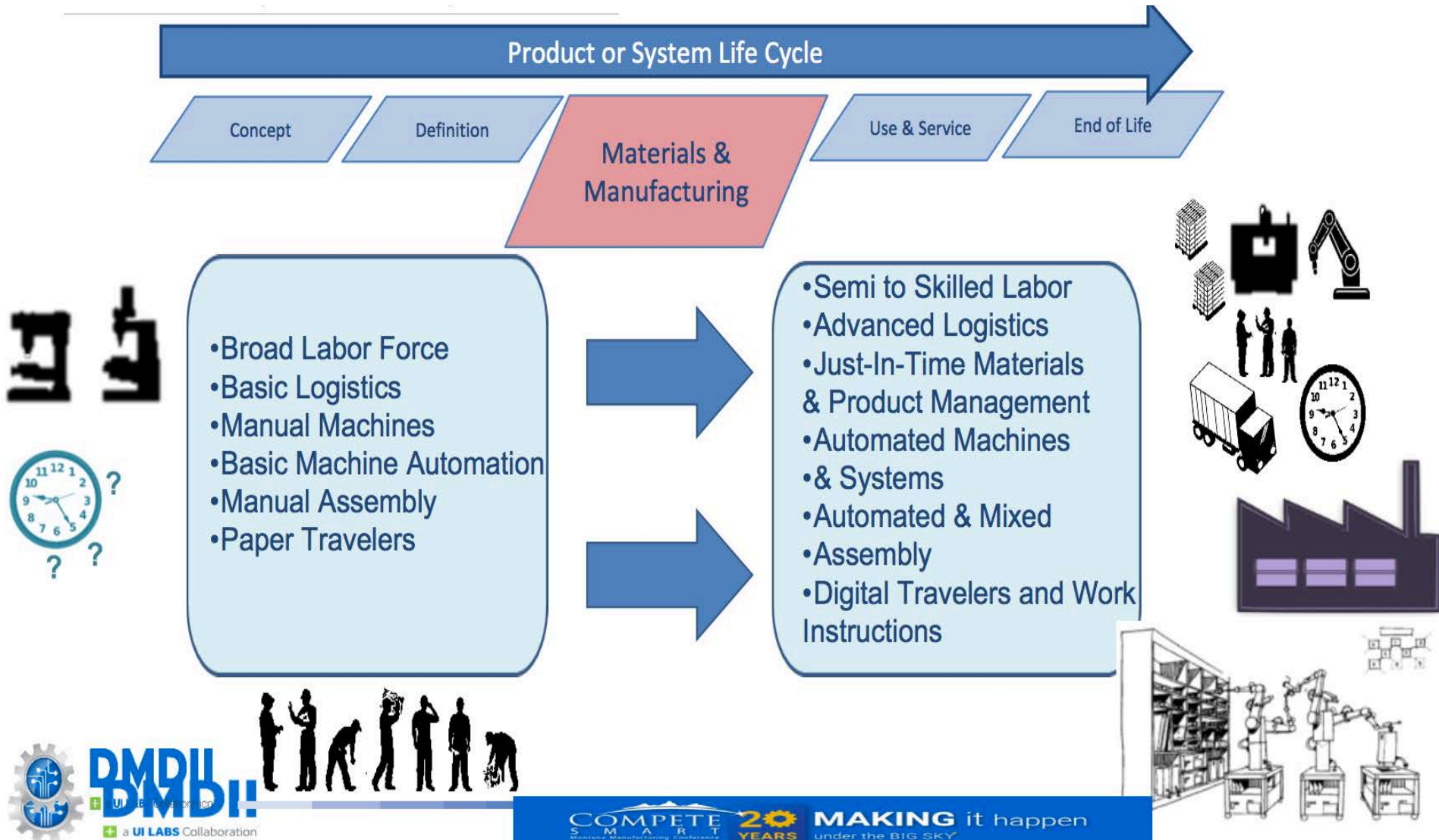
- Digital Sketches
- 3D Rendering
- Digital Prototypes
- Virtual Environments



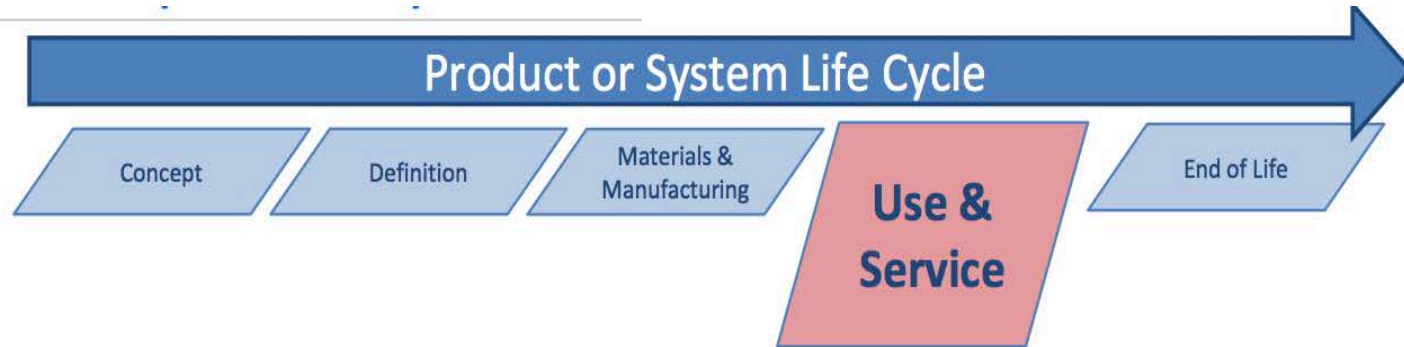
Product or System Life Cycle - Traditional and DMD



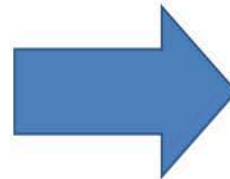
Product or System Life Cycle - Traditional and DMD



Product or System Life Cycle - Traditional and DMD



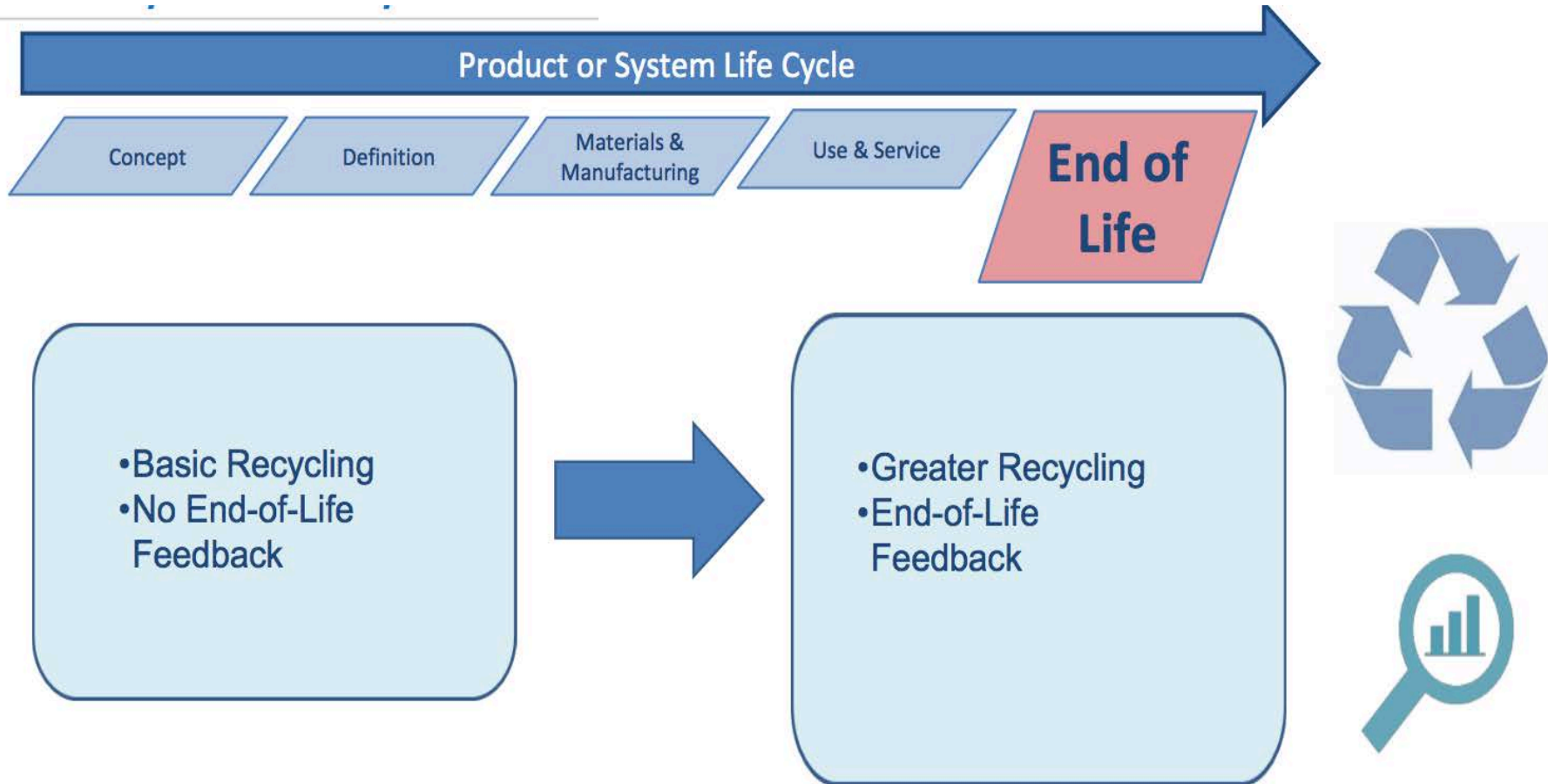
- Diagnostics Performed by Technicians
- No Maintenance Log
- No Performance Log



- Diagnostics Performed Product or System
- Digital Maintenance Log
- Digital Performance Log
- Advanced Services



Product or System Life Cycle - Traditional and DMD



Digital Thread: Heart of Digital Manufacturing

- The digital thread is a single, seamless flow of information that connects a series of data-driven events and stretches across the 5 phases of the product life cycle (PLC) below:
 - 1) CONCEPT - Requirements Development (Customer Requirements),
 - 2) DEFINITION - Design and Analysis (Product Technical Data Package [TDP]),
 - 3) MATERIALS & MANUFACTURING - Manufacturing and Assembly (Process/Production Planning),
 - 4) USE & SERVICE - Repair/Maintenance
 - 5) END OF LIFE – Recycle and Disposal

Digital Thread

- <https://www.youtube.com/watch?v=iGtM8VGLn5M>
- <https://www.youtube.com/watch?v=Mjzg5nku5Lg>
- <https://www.youtube.com/watch?v=hLJ8be4I1Bs>



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**Driving the Digital
Enterprise**

Smart products are transforming every industry



Smart products



Level 4 autonomous vehicles

The image shows a top-down view of a city street with several cars and a bus. Each vehicle is surrounded by a yellow circular sensor range, indicating their autonomous capabilities.

Smart factories



Autonomous machine behavior

The image shows a large industrial machine, possibly a train or a large-scale manufacturing component, in a factory setting. The machine is illuminated with a blue glow, and there are various mechanical parts and structures visible in the background.

Big data



Gain Insight

The image features a dark blue background with a network of glowing white lines and nodes, representing data connectivity. There are also some circular icons and a cityscape visible in the background.



“Digital is the main reason just over half of the companies on the Fortune 500 have disappeared since the year 2000.”

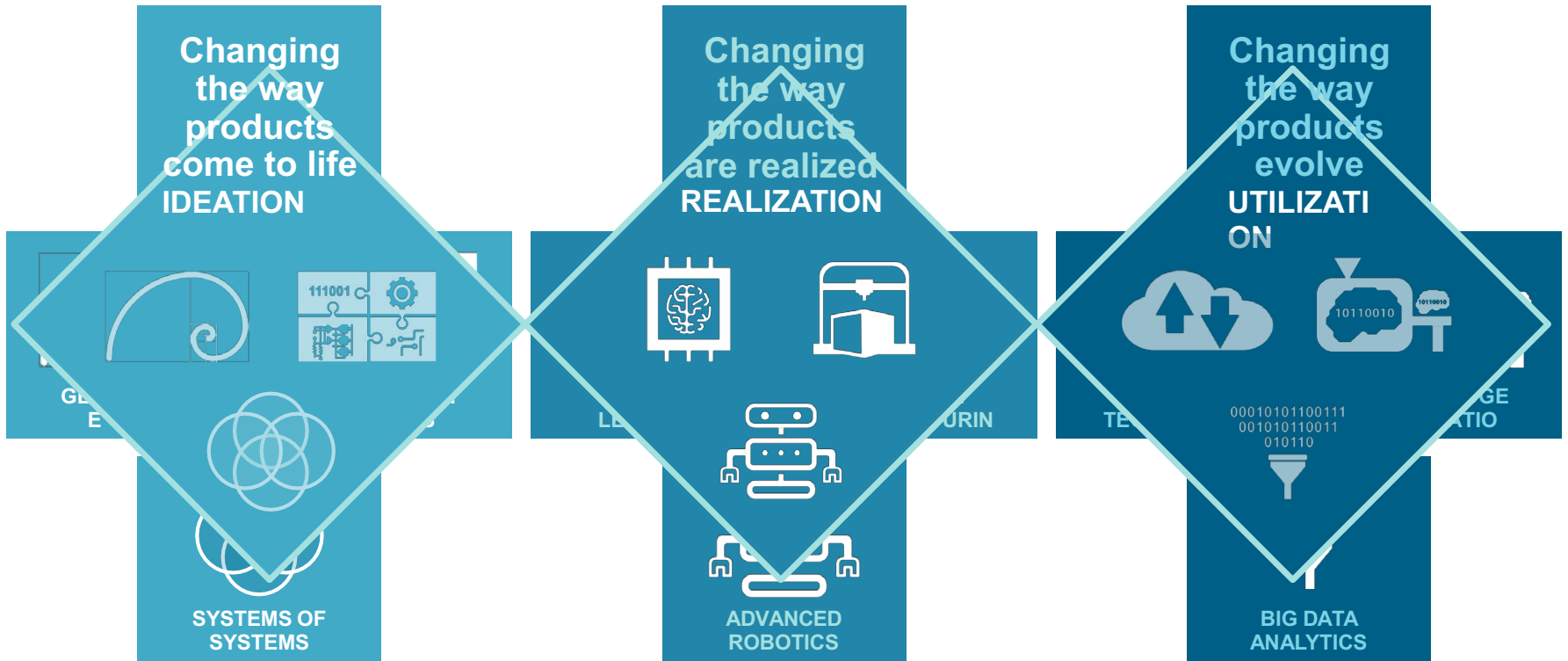
Pierre Nanterme
CEO Accenture



Technologies enabling the digital twins



Compresses the innovation lifecycle...



Siemens Digital Enterprise Software Suite

Tools enabling the digital twins



Digitalization ...

Digital Product

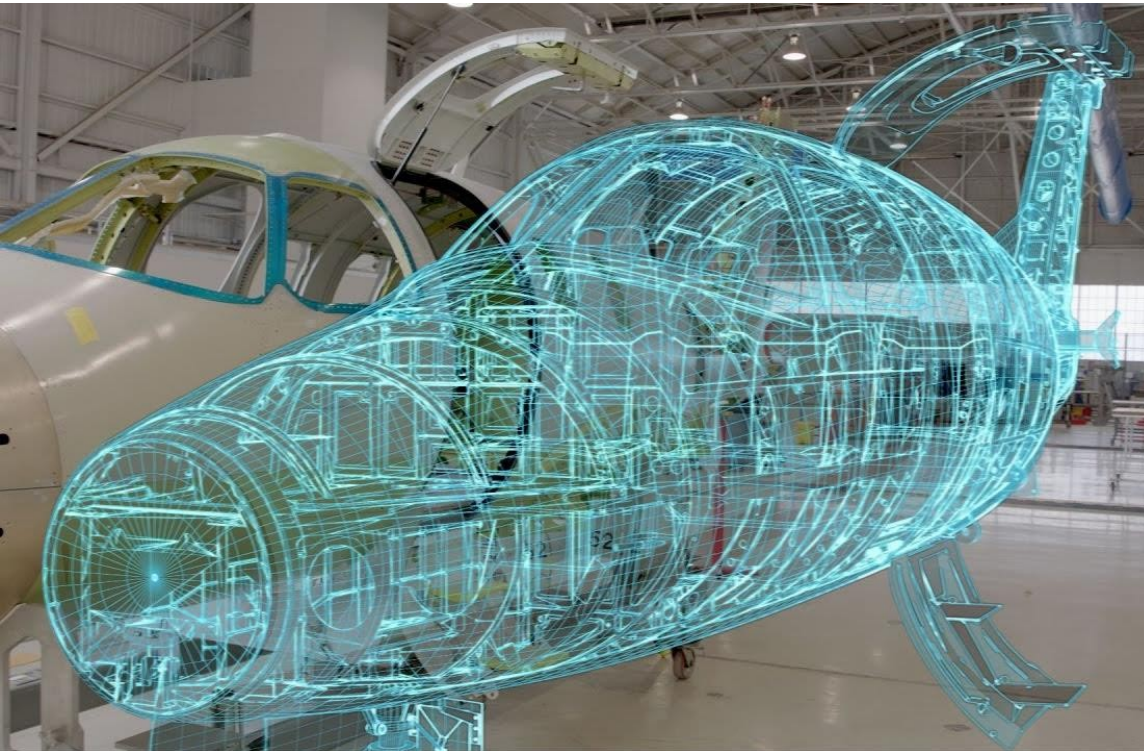
Holistic Digital Product Twin

Digital Performance



What problems do they solve?

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Product Twin – Predict

- Physical appearance and attributes
- Performance characteristics
- Environmental Response
- Failure modes

Production System Twin – Predict

- Physical layout and attributes
- Production capacity and utilization
- Optimize throughput

Performance Twins - Insight

- Optimize in-service operation
- Predictive maintenance
- Validate “as designed”

Enable excellent performance on every program



Program Execution Excellence

Improve program cost, technical and schedule performance through a **Model Based Enterprise, Digital Twin – Digital Thread**

Gain competitive advantage by employing a pre-configured technology to **focus on the automation of specific A&D value streams**

Increase performance in production, support and future bids by **sharing product knowledge & definition within a unified system**

Program Execution Excellence

Value Stream Solutions Generate Competitive Advantage



Program Execution Excellence

Value Streams on the Digital Innovation Platform

Systems Driven Product Development	Integrated Prog. Planning and Execution	Product Engineering & Design	Supplier Source Selection and Management	Verification Management	Product Realization	Product Support Planning and Management
<p>OPTIMIZATION & INNOVATION</p> <p>A systems driven product development approach leveraging systems engineering and 3D models from idea thru to support.</p> 	<p>MEETING COST, SCHEDULE AND TECHNICAL REQUIREMENTS</p> <p>A systems approach to project planning a fully planned, resourced, budgeted and executed program management</p> 	<p>EFFICIENT FIRST TIME RIGHT</p> <p>Design with advanced materials, integrated CAD/CAE, maximize reuse, advanced configuration management.</p> 	<p>EFFECTIVE SUPPLIER MANAGEMENT</p> <p>Enabling traceability from OEM requirements to suppliers. Proactive supplier management.</p> 	<p>FASTER TIME TO CERTIFICATION</p> <p>Enabling traceability from requirements thru virtual and physical test to ensure product verification.</p> 	<p>MEETING COST & PRODUCTION GOALS</p> <p>“Shift left” manufacturing planning to ensure cost, schedule & safety goals are achieved with fully integrated factory.</p> 	<p>INTEGRATE SERVICE WITH THE FACTORY</p> <p>Design for support. Plan for support. Manage service planning. Closed loop support with manufacturing and design.</p> 

Program Execution Excellence Capabilities Matrix



Digital Enterprise

Ideation

Realization

Utilization

Domain Solutions	As-Designed BOM Management	Requirements Management	Advanced Aero-structures	MBOM & Bill Of Process	CAM, Tooling & Fixtures	Plant Design & Optimization	Technical Publications	Maintenance Planning	Failure Reporting & Corrective Action
	Reporting & Analytics	1D / 3D Simulation & Test Management	Reliability & System Safety (RAMS)	Automation Design & Commissioning	End-item Delivery (DD250 or Airworthiness)	Assembly Manufacturing Engineering	Logistics Support Analysis	In-Service Data Management (As-Maintained BOM)	GSE / EGSE Design
	Model Based Systems Engineering	Mechanical Design Model Based Definition	Document Management (CDRL/SDRL)	3D Electronic Work Instructions	Material & Compliance Management	Additive Design & Manufacturing	Spares Definition and Condition of Supply	Maintenance Simulation	Service Bulletins
	Software Management	Electrical & Electronics Design	Supply Chain Collaboration	Part Manufacturing	Manufacturing Execution Management	Quality Management	Software Maintenance	Maintenance Ergonomic Analysis	Field Experience Feedback
	Configuration & Change Management	IP Protection & Export Control	Schedule, Cost & Risk Management	3D Massive Model Visualization	Production Planning & Scheduling	ERP Integration	Obsolescence Management	Manufacturing Optimization	MRO Integration

Value Streams	Systems Driven Product Development
	Integrated Program Planning & Execution
	Product Engineering & Design
	Supplier Source Selection and Management
	Verification Management Product
	Realization
	Product Support Planning and

Program Execution Excellence Capabilities Matrix



Digital Enterprise

Ideation

Realization

Utilization

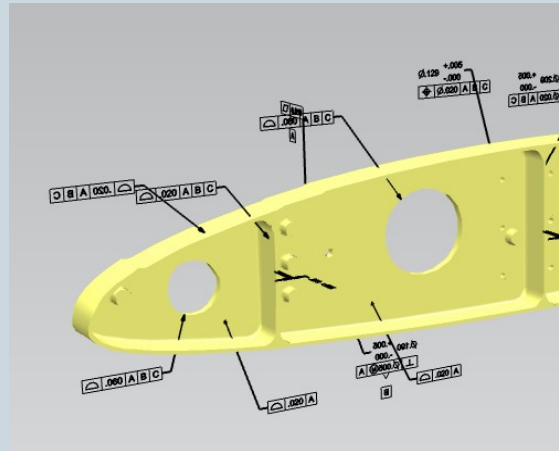
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	Reporting & Analytics	1D / 3D Simulation & Test Management	Reliability & System Safety (RAMS)	Automation Design & Commissioning	End-item Delivery (DD250 or Airworthiness)	Assembly Manufacturing Engineering	Logistics Support Analysis	In-Service Data Management (As-Maintained BOM)	GSE / EGSE Design
	Model Based Systems Engineering	Mechanical Design Model Based Definition	Document Management (CDRL/SDRL)	3D Electronic Work Instructions	Material & Compliance Management	Advanced Manufacturing	Spares Definition and Condition of Supply	Maintenance Simulation	Service Bulletins
	Software Management	Electrical & Electronics Design	Supply Chain Collaboration	Part Manufacturing	Manufacturing Execution Management	Quality Management	Software Maintenance	Maintenance Ergonomic Analysis	Field Experience Feedback
	Configuration & Change Management	IP Protection & Export Control	Schedule, Cost & Risk Management	3D Massive Model Visualization	Manufacturing Operations Management	ERP Integration	Obsolescence Management	Manufacturing Optimization	MRO Integration
Value Streams	Systems Driven Product Development								
	Integrated Program Planning & Execution								
	Product Engineering & Design								
	Supplier Source Selection and Management								
	Verification Management								
	Product Realization								
Product Support Planning and Management									

- Reporting & Analytics
- Model Based Systems Engineering
- 1D / 3D Simulation & Test Management
- Mechanical Design
- Corrective Action

Trends



**Improve
Operational
Availability**



**Model Based
Definition
Requirement**



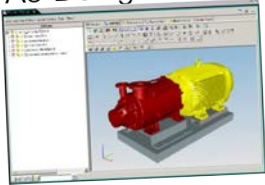
**Aftermarket
Service
Revenue**

Product Support Planning and Management 'Disconnected' BOMs

Virtual

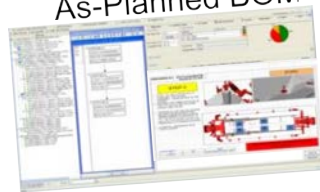
Physical

As-Designed BOM



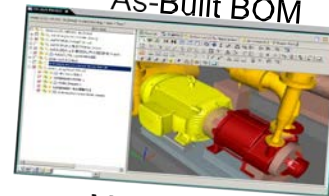
Engineering

As-Planned BOM



Manufacturing

As-Built BOM



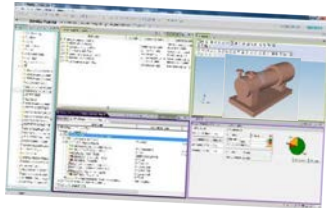
Manufacturing

As-Maintained BOM



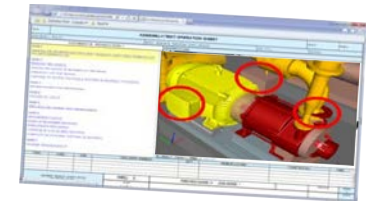
Sustainment

Service BOM



Service Planning

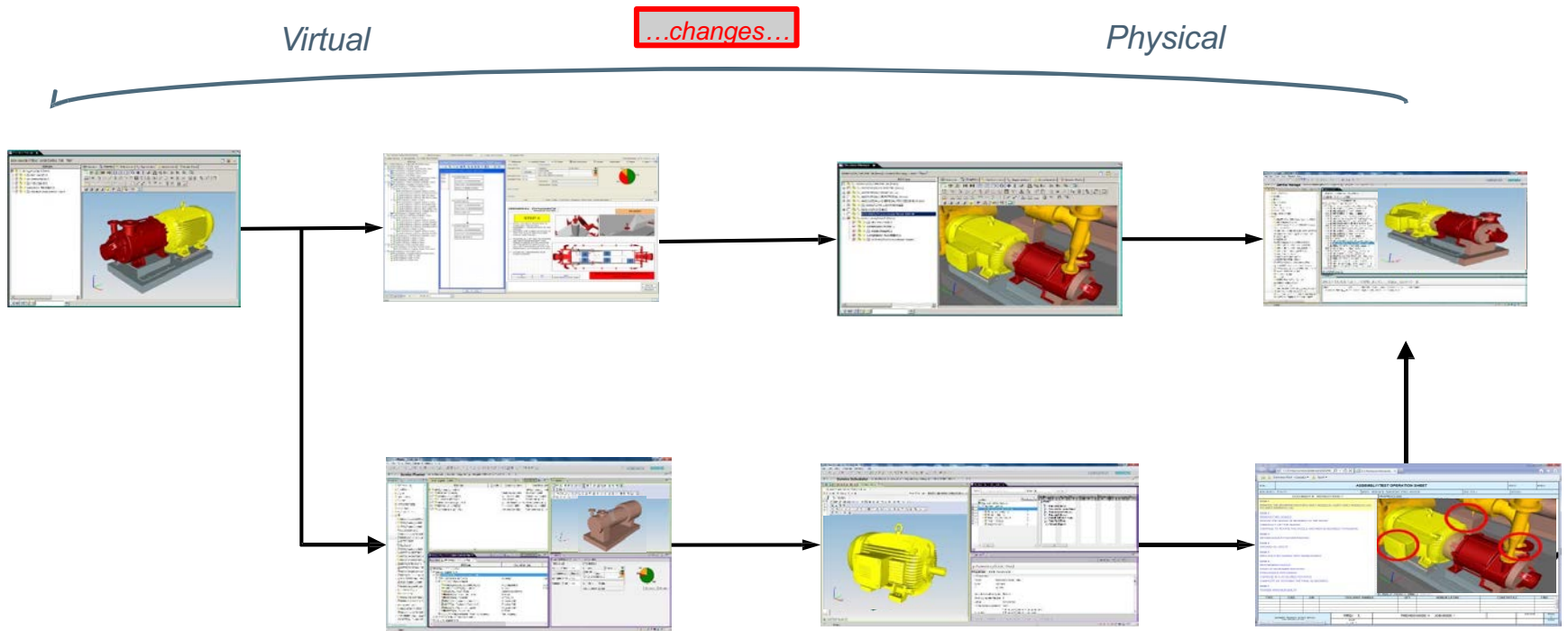
...changes...



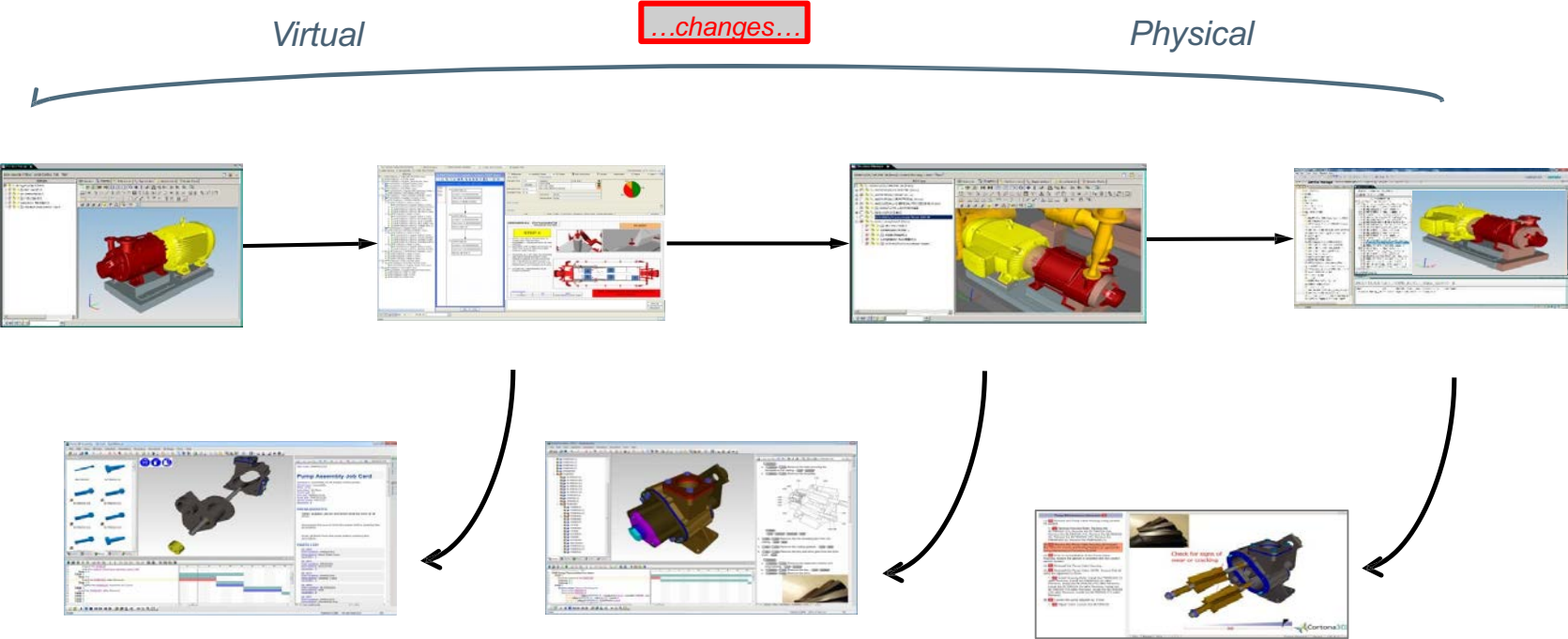
Service Execution

Product Support Planning and Management Digital-Thread for 'Closed Loop' Product Planning & Support

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Product Support Planning and Management *Digital-Thread for 'Closed-Loop' Traceability*



Product Support Planning and Management



Functional
Development

Architecture
Definition

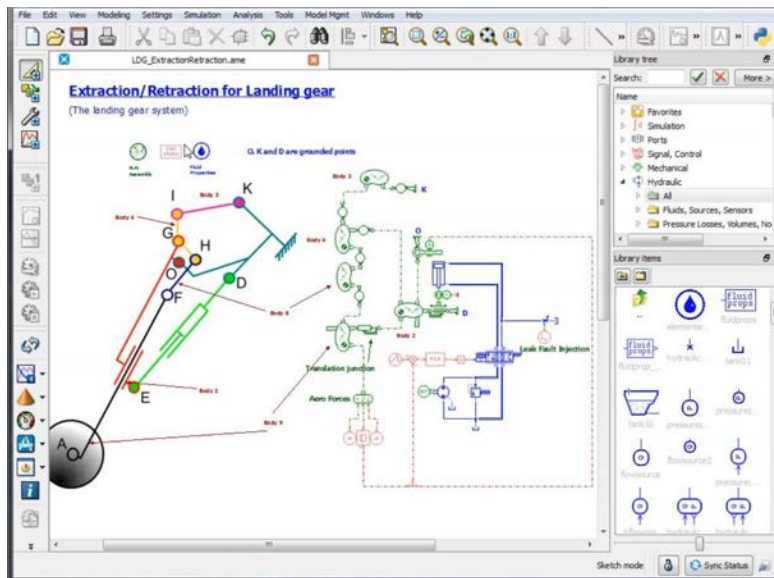
Architecture
Analysis &
Simulation

Systems/Software
Development

Integrate & Verify

Status & Reporting

Conduct physics-based analyses for early behavior and performance insight



Key Tasks

- Execute behavioural performance simulation
- Pass results to Teamcenter to create derived measurements/requirements

Value

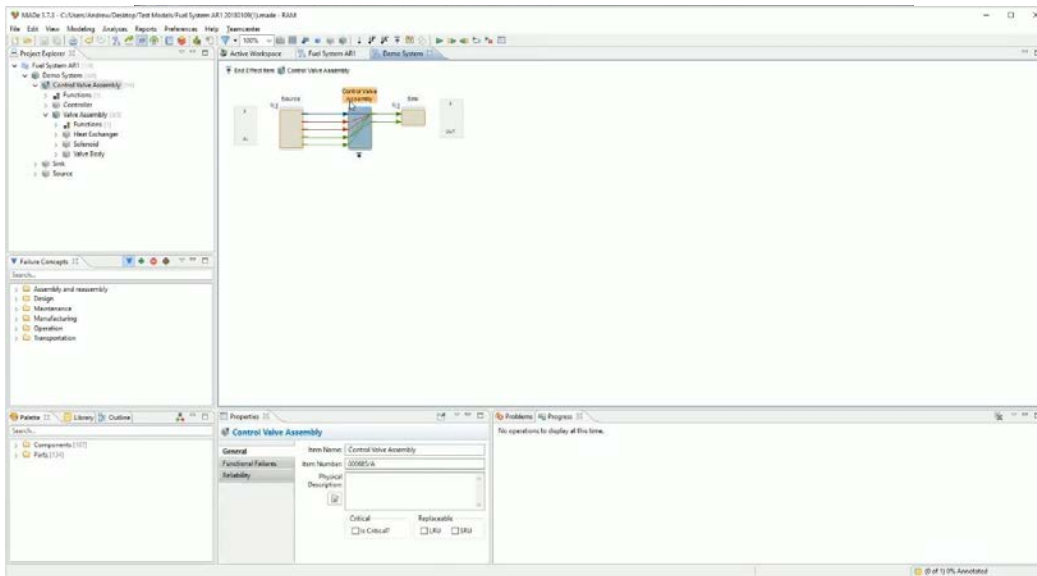
- Early validation of design approach via performance analysis
- Traceability between functions, models, simulations and derived requirements
- Clear change impact visibility



Systems Driven Product Development



Conduct failure mode and fault tree analyses for early behavior and performance insight



- Key Tasks**
 - Execute behavioural failure mode simulation
 - Pass results to Teamcenter to create derived measurements/requirements
- Value**
 - Early validation of design approach via failure analysis
 - Traceability between functions, models, simulations and derived requirements
 - Clear change impact visibility



What MADe does

Define

How and where system will be used

Model

Identify potential failures and when they will occur

Validate

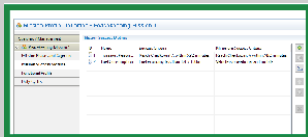
Technical analyses

Analyze / Mitigate

Identify optimal failure mitigation approach

Calculate

Generate expected maintenance costs for the solution

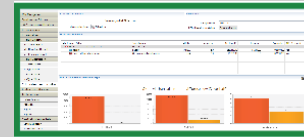


Mission Profile Definition

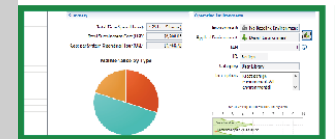


Functional / Failure Analysis

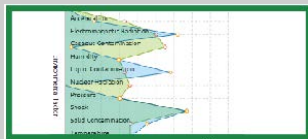
FMEA / FMECA



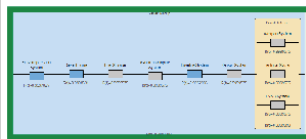
Reliability Centered Maintenance



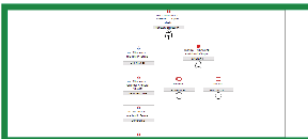
Maintenance Cost Estimate



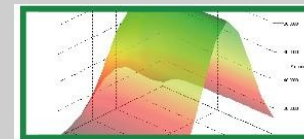
Environment Loading



Reliability Analysis



Fault Tree Analysis



CBM Design

Maintenance Action Reports

Product Support Planning and Management



Design in safe, quick and easy replacement of components



Key Tasks

- Simulate human maintenance to optimize design
- Validate maintainability with virtual reality immersion

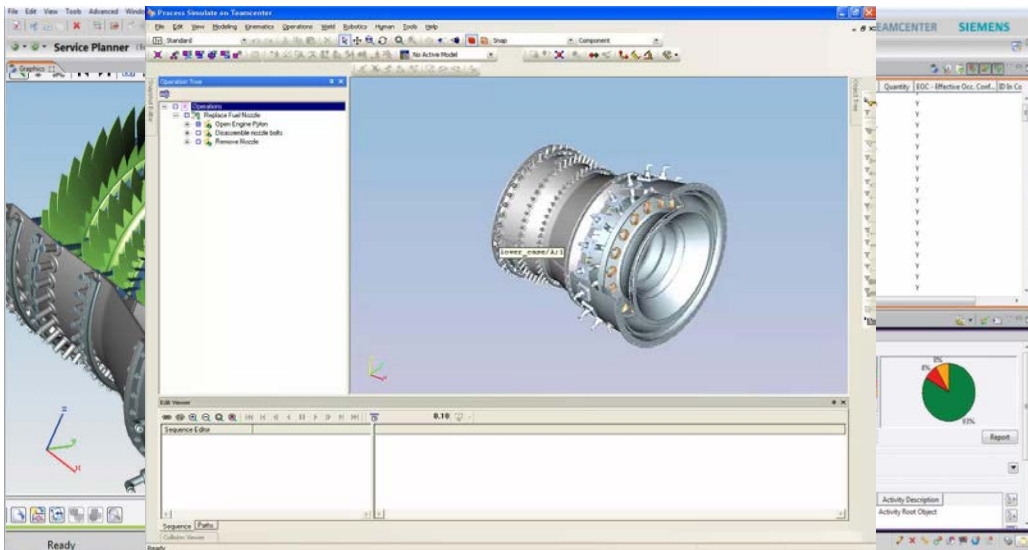
Value

- Elimination of physical prototype through earlier consideration of maintainability
- Maintenance costs and downtime reduced through better designs

Product Support Planning and Management



Create and Manage Service Plans tied to the Model Based Configuration



Key Tasks

- Develop service plans that support proactive service models such as preventative, condition and reliability-based maintenance as well as platform upgrades.

Value

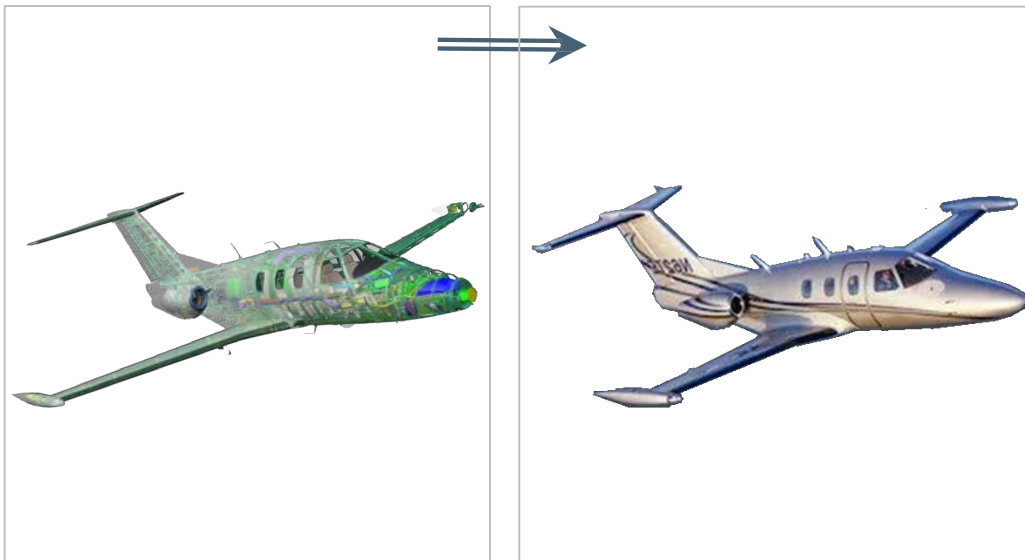
- Enhance service quality by ensuring that approved service procedures are defined and followed.



Product Support Planning and Management



Build the foundation for all future maintenance activities being tied to the Engineering Configuration



Key Tasks

- Leverage engineering definition to define physical structure including serialized parts and operational characteristics

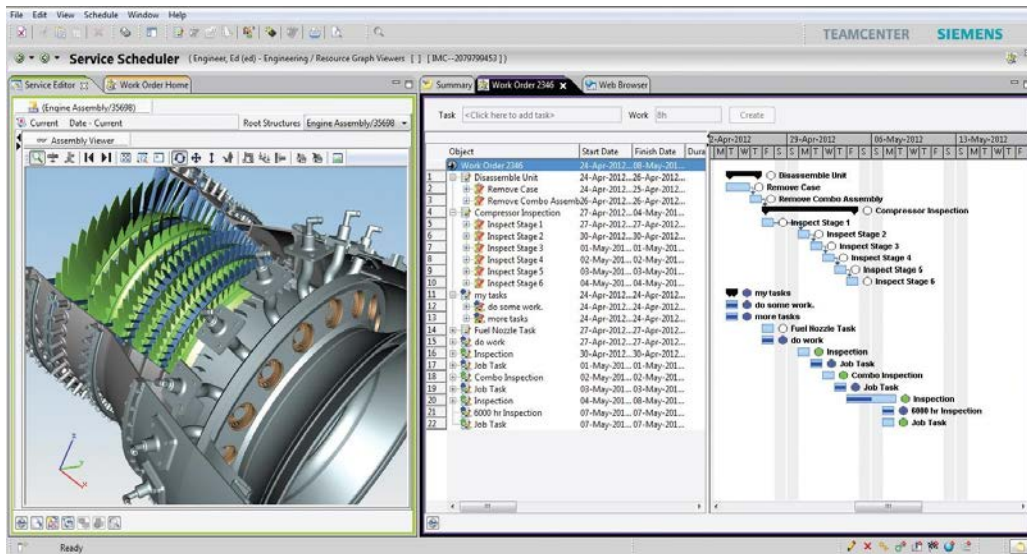
Value

- Improves asset tracking and life usage by leveraging fully defined lifecycle bill-of-materials (BOM)
- Service quality improvements

Product Support Planning and Management



Scheduling Connects Service Planning to Service Execution



Key Tasks

- Define work scope and schedule within the limitations of resources and available qualified personnel.
- Deliver assignments with all the necessary information to execute work.

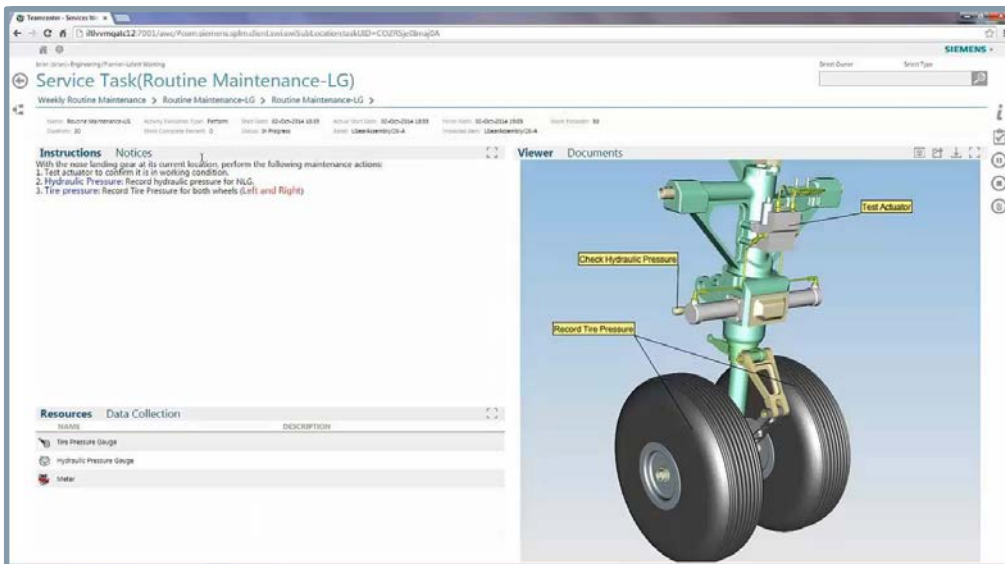
Value

- Increase service operations efficiency through visibility to schedules of current and future work.

Product Support Planning and Management



Execute the Maintenance from Instructions derived from the Model



Key Tasks

- Service personnel receive order tasking at the appropriate time.
- View the schedule of current and upcoming tasks
- Capture service results and signoff on work.

Value

- Accelerate service execution.
- Ensure technician is using correct data.



Product Support Planning and Management



Tie deficiencies directly to Engineering and Planning



Key Tasks

- Technician captures failures and corrective actions directly in Service Work Instruction interface.
- Routed directly to responsible supervisor for action

Value

- Enables the non-stop execution of work at the point of service.
- Enhances service and asset performance by retaining and delivering service experience and knowledge at the point of task

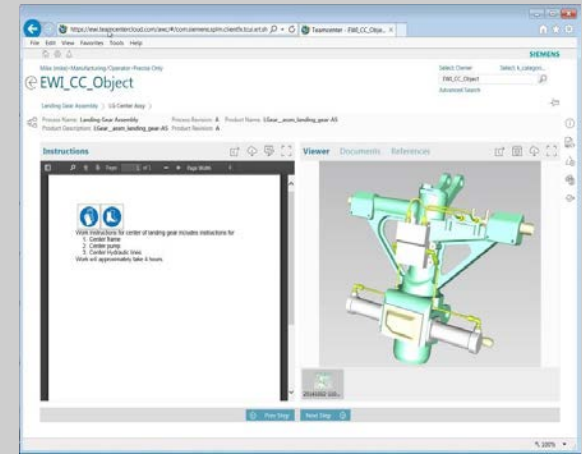
What makes Product Support Planning and Management Unique?



**Single System
Providing Product
Support & Planning
Digital Thread**



**Configuration Driven
Maintenance**



**Real-time Visual
Reporting
and Digital Work
Instructions**

Summary - Product Support Planning and Management



- Manage the service lifecycle directly from the product definition
- Configuration-driven closed-loop maintenance
- Improve asset availability and reliability: avoid unplanned asset downtime (failures)
- Improved service quality: standardize service best practices in service processes for plans
- Real-time visual reports and Deficiency tracking



Summary
Digital Thread – Digital Twin

Compresses the product lifecycle...

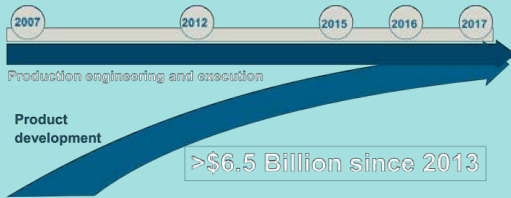


Program Execution Excellence

The Digital Twin – Digital Thread delivering real value Achieving..... Program Execution Excellence



Continued investment in the Digital Enterprise



Digitally represent what is real Simulate what is possible



Achieving customer success



**Powering
Digital transformation**

**Integrating
Virtual development
with real production**

**Driving
Successful
business outcomes**

The image features a night-time aerial view of a city, likely a coastal or mountainous region, with city lights and a prominent stadium illuminated. Overlaid on this scene are glowing blue digital circuitry patterns, including lines and dots, suggesting a theme of technology and digital transformation. The text is centered and reads:

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changes
Everyth
ing...

Deloitte.

SIEMENS
Ingenuity for life

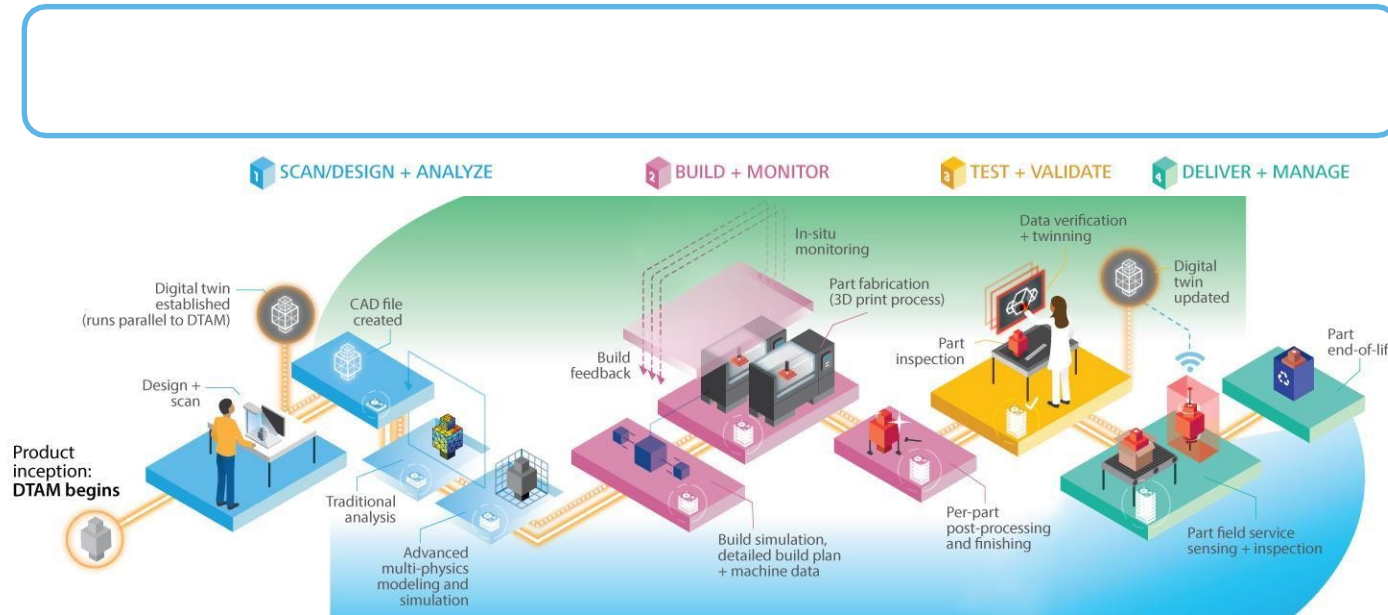


Digital Thread for Additive Manufacturing (DTAM)

Siemens Innovation Leadership
Summit March, 2018

Digital Thread

Connecting the Entire Product Lifecycle



The digital thread enables organizations to design anywhere and build anywhere at scale while unlocking insights into rapid product and process optimization

Deloitte and MIT: “Following the Digital Thread”

8 Part Documentary Series

Developed by Deloitte Insights and MIT Sloan Management Review

The Path Toward the Digital Enterprise

<https://sloanreview.mit.edu/tag/following-the-digital-thread/>



Deloitte Insights | February 2018



Following the digital thread

The path toward the digital enterprise

Join us in our [eight-part exploration](#) of the digital thread—a digitally enabled process with the potential to revolutionize design, production, and the supply chain as we know them.

Produced in partnership with [MIT Sloan Management Review](#), and hosted by Mark Cotteleer, director of Deloitte’s Center for Integrated Research, this documentary-type series follows the evolution of a critical piece of an aircraft’s landing gear as it moves along the digital thread, evolving from design concept to an actual physical part.



The series follows a piece of aerospace equipment; however, the digital thread will have ramifications for nearly all industries. Along the way an array of subject matter experts from America Makes, M7 Technologies, Siemens PLM Software, and Youngstown State University join the series.

[Watch the series now](#)

References

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- <http://reports.weforum.org/digital-transformation/wp-content/blogs.dir/94/mp/files/pages/files/digital-enterprise-narrative-final-january-2016.pdf>
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