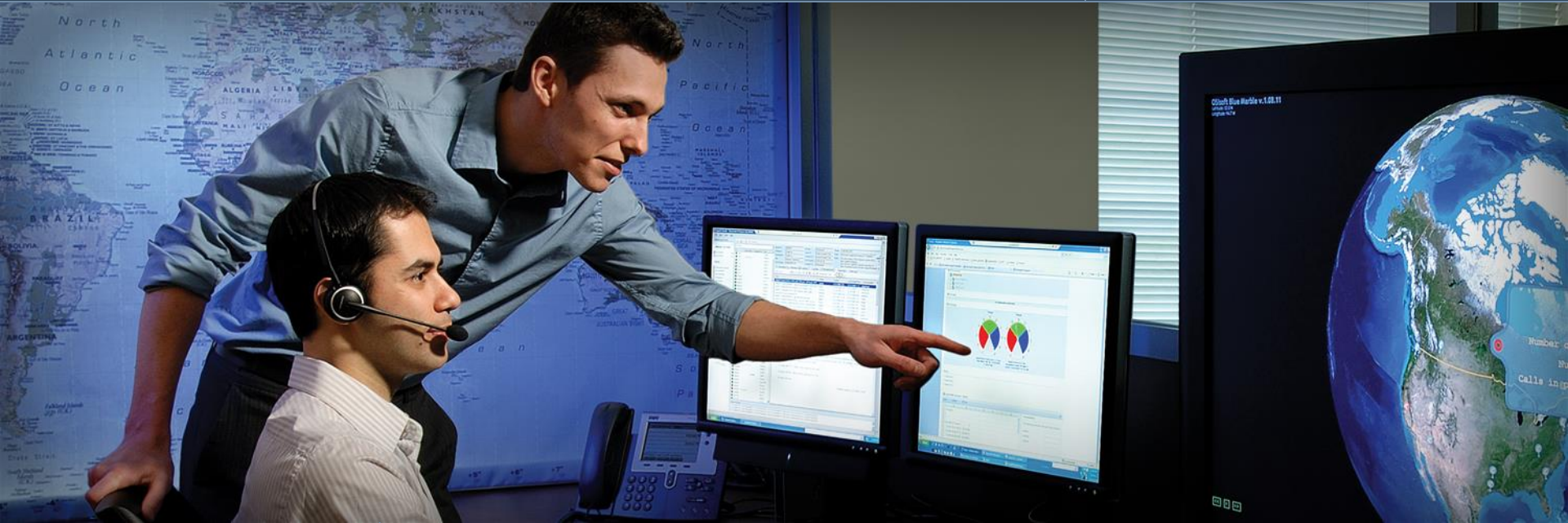




OSIsoft®

Regional Seminar Series



Value Based Case Studies

Dave Roberts droberts@osisoft.com
Director of Business Development
OSIsoft

September 2, 2009

Empowering Business in Real Time.

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- Highlights from a couple “non-power” User Conference Papers
- Common threads for consideration
- Users Conference Spring 2010 - San Francisco
 - Call for Papers Coming Fall 2010



RockTenn Gaining Value Now with Enterprise Agreement

Presented by Bob Anderson

Empowering Business in Real Time
PI Infrastructure for the Enterprise

Bringing Data Together

Front Office Systems

JDE Financials

- Accounts Payable
- Accounts Receivable
- P&L Data
- Time & Attendance

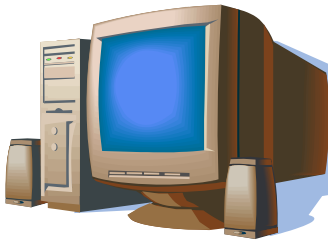
Internet / Intranet

- Energy prices
- Invoice Search
- Backlog
- Sales

AS/400 Mill System Business / MES

- Order Entry
- Customer Service
- Scheduling
- Production
- Roll Labeling and Tracking
- Quality Lab
- Shipping / Inventory / Backlog
- Invoicing / Sales

OSI PI Data Historian



Scanners & Gauging Systems

Power House

- Gas
- Oil
- Steam
- Electricity

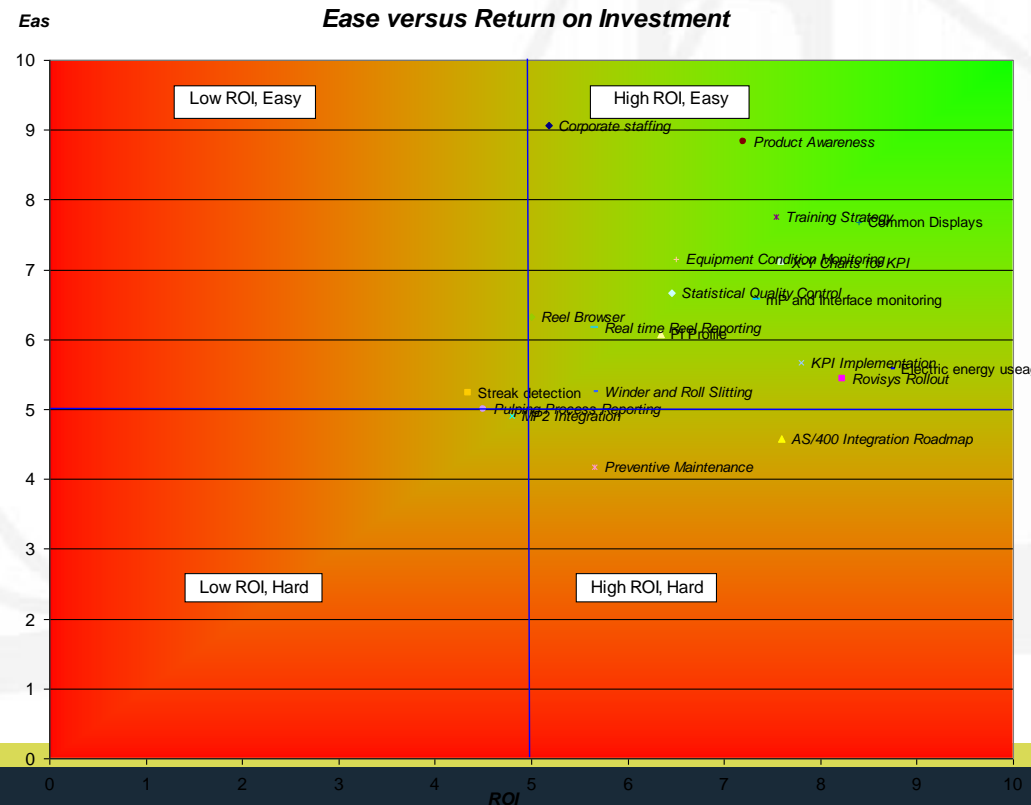
Process Controls and Metering

- DCS
- PLCs
- Recorders
- Meters

Plant Floor Systems

Acceptance & Utilization - “Picking Up the Hammer”

- Initial mixed mill management support
- Identified at first one “early adopter” at each mill
- Application development driven by local needs
- Divisional priorities identified with CoE Value Realization Process (VRP)
- Application development required both Subject Matter Experts and PI Experts
- Utilization produces \$\$\$’s



Overall Results

- Energy Reductions from reducing steam usage variability and thereby lowering overall boiler gas consumption > **\$1,000,000**
- Fewer Customer Complaints - higher customer retention
- Improved Paper Machine Efficiency by 1% or 2.5 TPD *(OSI estimated savings using published \$500/ton \$450,000/yr)*
- Standardized Visualization & Benchmarking across 13 mills
- Six Sigma Process Capability Analysis rolled out across 13 mills

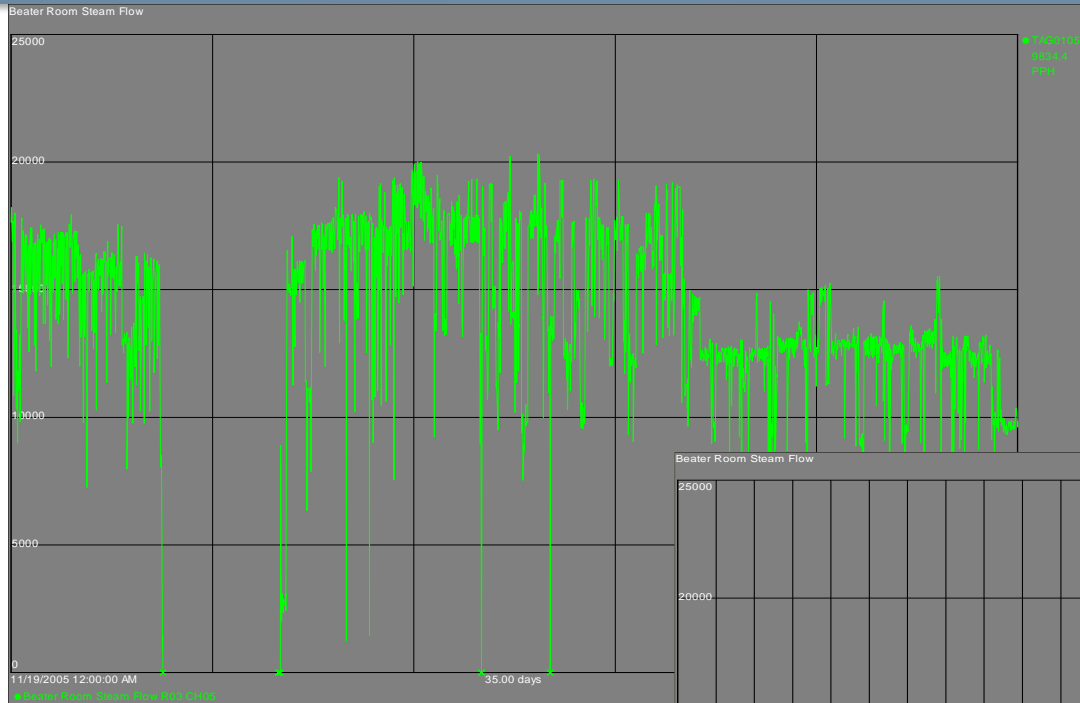
The PI Effect: Energy Reduction

- Initial PI installation, Oct. 2005
- Began using PI trends to monitor pulper steam usage
- Made procedure changes to limit pulper steam usage
- Reduced steam usage 41%
- Reduced boiler gas consumption 23%
- Half of gas reduction attributable to pulper steam

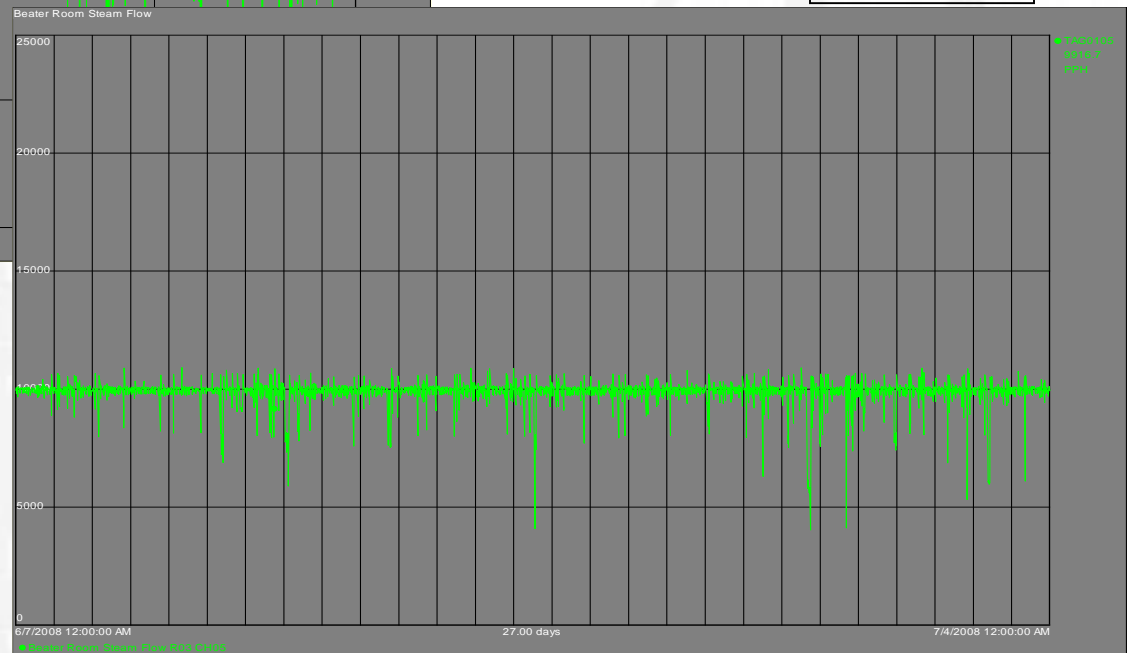
> \$1,000,000



Visibility of Steam Usage...



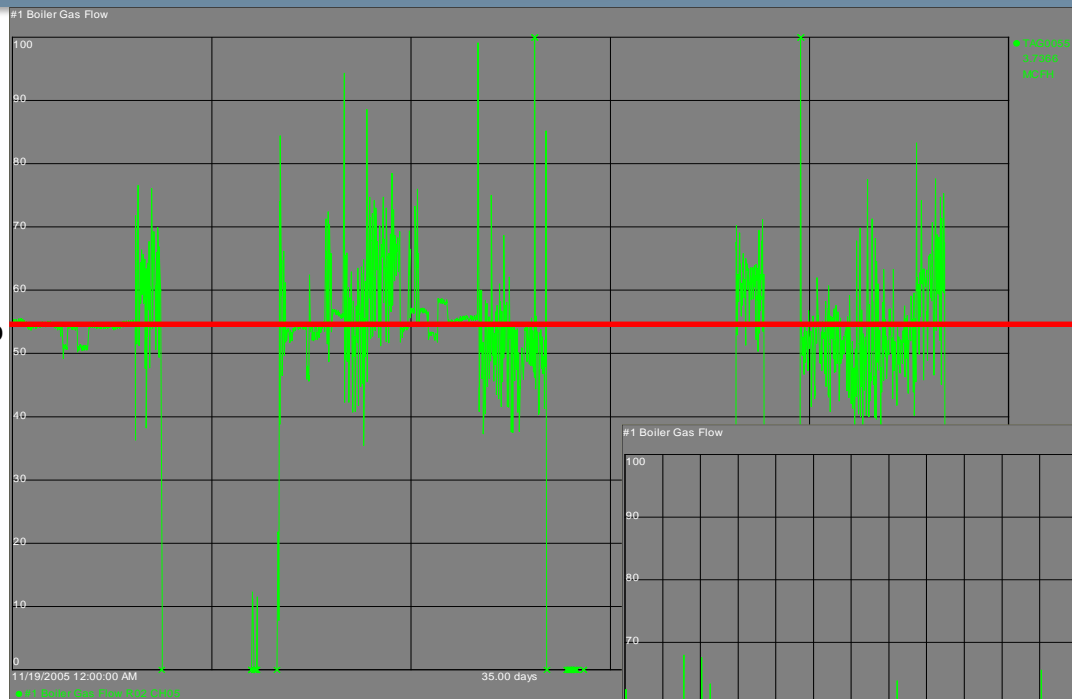
Before



After

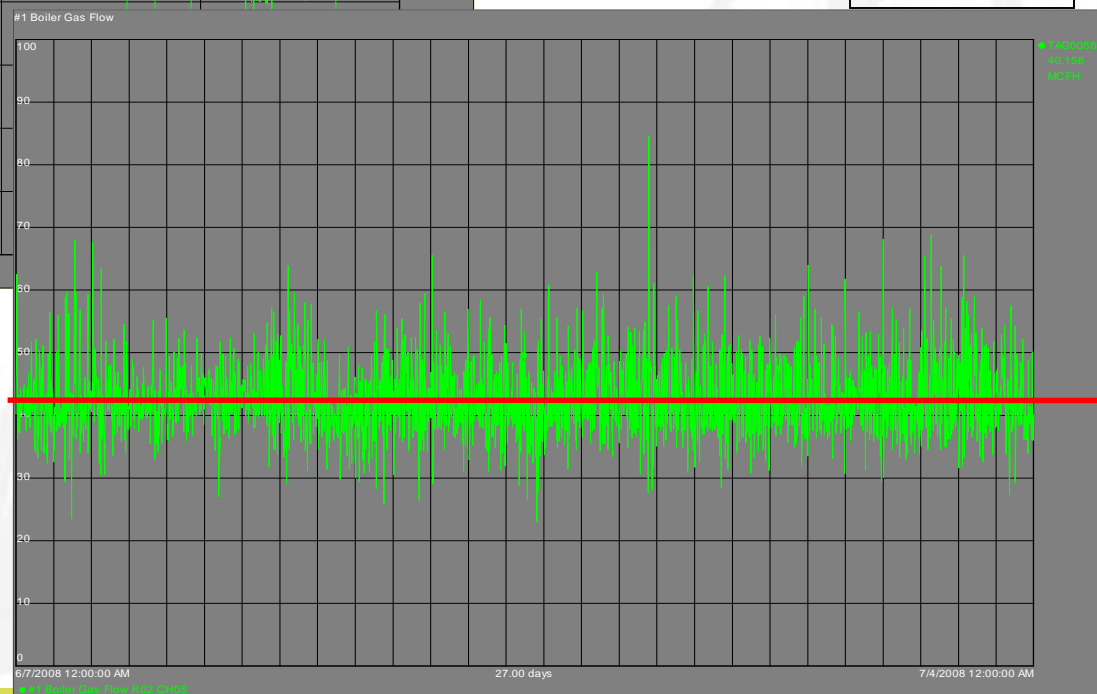
...Lowers Boiler Gas Consumption

55%



Before

After



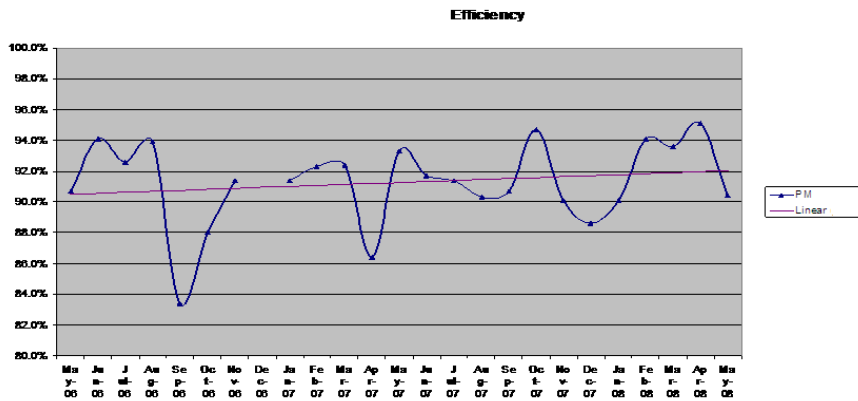
42%

Customer Complaint Reduction

- Plant received a warp complaint
- Manually researching quality and process data was time consuming and inconclusive
- Reviewing the PI ProfileView images revealed back edge caliper and moisture streaks
- Corrective action
 - Use PI process trends and RtAlerts to notify supervisors of variances
 - Created a spreadsheet that captures all quality and process data for each reel in real-time
- Results - reduced warp complaints and claims

Paper Machine Efficiency Increase

- PM experienced more breaks and lost time due to draw variations
- Developed a dashboard with R-Y-G indicators for tight and loose draws
- PM efficiency has improved by one percentage point
- 1% efficiency improvement equals 2.5 TPD

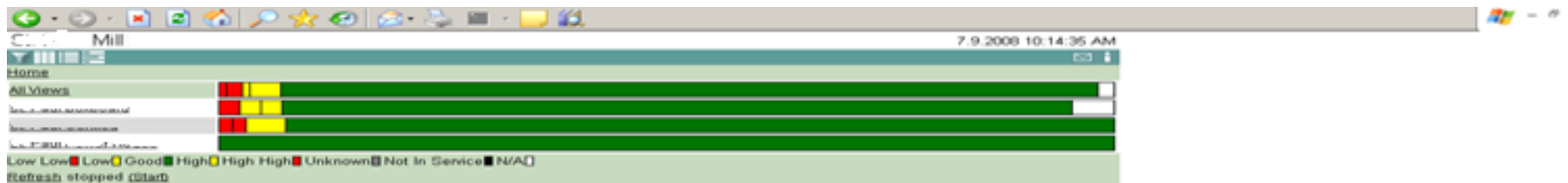


PM Speeds and Draws					Grade
	Speed	Draw	Status		
Couch	1440				
1st Press	1468	27.9	Loose		
2nd Press	1486	18.2	Very Loose		
1st Dryer	1500	13.5	Tight		
2nd Dryer	1501	1.2	Good		
3rd Dryer	1503	1.8	Loose		
4th Dryer	1504	1.6	Loose		
5th Dryer	1506	1.3	Good		
6th Dryer	1505	-0.7	Loose		
Stack	1507	2.1	Good		
Reel	1505	-2.0	Good		

Buy / Generate Power Decision Tool

Low Pressure Boiler Savings			
Electricity - BUY or GENERATE		Boiler Fuel Savings	
Boiler Steam Pressure, psig	psig	Boiler Steam Pressure, psig	psig
Boiler Steam Temperature, °F	°F	Boiler Steam Temperature, °F	°F
Boiler Steam Enthalpy, btu/lb	btu/lb	Boiler Steam Enthalpy, btu/lb	btu/lb
Feedwater Enthalpy, btu/lb	btu/lb	Feedwater Enthalpy, btu/lb	btu/lb
75# Steam Enthalpy, 75psig, 320Fsat	btu/lb	75# Steam Enthalpy, 75psig, 320Fsat	btu/lb
Effective Heat Rate, Btu/Kwh	btu/kwh		
HYMEX			
Primary Boiler Gas Consumption Rate	mmbtu/hr	Primary Boiler Gas Consumption Rate	mmbtu/hr
Primary Boiler Steam Conversion Rate	Btu fuel/lb stm	Primary Boiler Steam Conversion Rate	Btu fuel/lb stm
Boiler Efficiency	%	Boiler Efficiency	%
Secondary Boiler Steam Conversion Rate	Btu/lb		Btu/lb
	0.000		
Primary Boiler - 400# STG Inlet Flow	kpph	Primary Boiler - 400# Turbine Inlet Flow	kpph
Primary Boiler - 400# ID Fan & PRV Flow	0.0 kpph	Primary Boiler - 400# ID Fan & PRV Flow	0.0
Primary Boiler - 75# STG Exhaust Flow @3% loss	0.2 kpph		
Turbine Losses	0.1 kpph		
Primary Boiler - Feedwater Heater (if prior to meter)	0.0 kpph		
Total Primary Boiler Steam Prod	0.3 kpph		
Secondary Boiler Steam Production	0.0 kpph		
Total Steam Production	0.3 kpph	Total Steam Production	0.3 kpph
Kpph per Kw, exhaust (from turbine curves)	kLb/kwh		
Kw per K Lb	0.0170 kw/kpph		
Electric Generation	0.2 kW		
Primary Boiler Steam Cost, \$/hr	per hr	Primary Boiler Steam Cost, \$/hr	per hr
Throttle Flow Cost	per kLb		
Generation Cost with 75# Steam, (thermal delta)	per hr	Low Pressure Boiler Fuel Savings	per hr
Power Generated with 75# Steam	kw	Electricity Savings or (Cost)	per hr
Exhaust Steam Cost	per hr		
Exhaust Steam Cost	per kLb	Total Savings	per hr
Generated Power Cost with 75# Steam	per kwh	Daily Savings	per day
Purchased Power Cost	per kwh	Monthly Savings	per month
Net Savings or (Cost) of shutting down STG	per hr	Annual Savings	per year
Net Savings or (Cost) of shutting down STG	(\$0.0039) per kwh		
	0.0348		
GEN			

Standard Visual KPI Display



Area: Beater Room											
BR Broke C 50.33	BR Broke t -1.078	BR Broke t 457.9	BR HHP Fe 1.905	BR Liner t 75	BR OCC Fe 0	BR Sewer F 125					
Area: Draws											
PM: Couch 28.62	PM: 1Prs 2 17.76	PM: 2Prs 1 13.11	PM: 1Dry 2 1.077	PM: 2Dry 3 1.654	PM: 3Dry 4 1.595	PM: 4Dry 5 1.542	PM: 5Dry 6 -0.39	PM: 6Dry 8 1.961	PM: Stk Re -1.702	PM: Couch 36.08	PM: 1Prs 2 40.25
PM: 2Prs 1 4.167	PM: 1Dry 2 2	PM: 2Dry 3 2.083	PM: 3Dry 4 2.917	PM: 4Dry 5 1.792	PM: 5Dry 8 7.708	PM: Stk Re 8.017					
Area: Paper Machines											
PM: Break Running	PM: Break Running	PM: Coagul 183.1	PM: Daily 0	PM: Daily 39.51	PM: Floccu 2.448	PM: Grade 1.240	PM: HHP D 312.2	PM: Machin 398.1	PM: Reel S 415.4	PM: Shutdo Running	PM: Steam 45.032
PM: Steam 56.48	PM: TPH 11.01	PM: 1st Pr 23.3	PM: 1st Pr 23.93	PM: 1st To 11.4	PM: 2nd Ma 14.16	PM: 2nd To 6.776	PM: 3rd To 4.228	PM: Bottom 3.816	PM: Break Running	PM: Break Running	PM: Coagul 183.9
PM: Daily 0	PM: Daily 44.72	PM: Drum 25.41	PM: Floccu 2.964	PM: Grade 1.200	PM: Machin 405	PM: OCC D 332	PM: Reel S 440.3	PM: Shutdo Running	PM: Steam 44.791	PM: Steam 46.05	PM: TPH 12.45
PM: Aquatr 45	PM: Break Running	PM: BW Ro .285	PM: Couch 1.440	PM: DW Ro .157	PM: Main D 33.96	PM: Main S 291.7	PM: Mois C .609	PM: Mois M .196	PM: Pond L 11.99	PM: Prod. 11.19	PM: Reel M 8.5
PM: Reel S 1.506	PM: Rush D -21.52	PM: Shutdo Running	PM: Steam 38.230	PM: Thicks 3.93	PM: Tickle 504.9	PM: Aquatr 25	PM: Break Running	PM: BW Ro .116	PM: Couch .534	PM: Couch 1.535	PM: Day Ti Running
PM: DW Ro .294	PM: Mach. 4.203	PM: Main D 57.03	PM: Mois C .403	PM: Mois M .242	PM: Pond L 12.59	PM: Prod. 12.61	PM: Reel S 1.640	PM: Rush D -22.39	PM: Shutdo Running	PM: Steam 19.080	PM: Steam 6.05
PM5 Tickle 450.1											
Area: Power House											
PH #2 Opac 10.69	PH #2 Boil 82.64	PH #3 Opac -339	PH #3 Boil 103.1	PH Total S 185.7							
Area: Stock Prep											
SP #4 Barr 3.899	SP #4 Brok 197.6	SP #4 Ref. 4.365	SP #5 Barr 3.629	SP #5 Ref. 3.796	SP4-2 Ref -1.016	SP4-3 Ref 700.7	SP5-1 Ref 546.8	SP5-2 Ref 540.6	SP CM Sew 142	SP PB Ches 3.255	



Stitching Together Disparate Data Systems to Create a 'Single Version of the Truth'

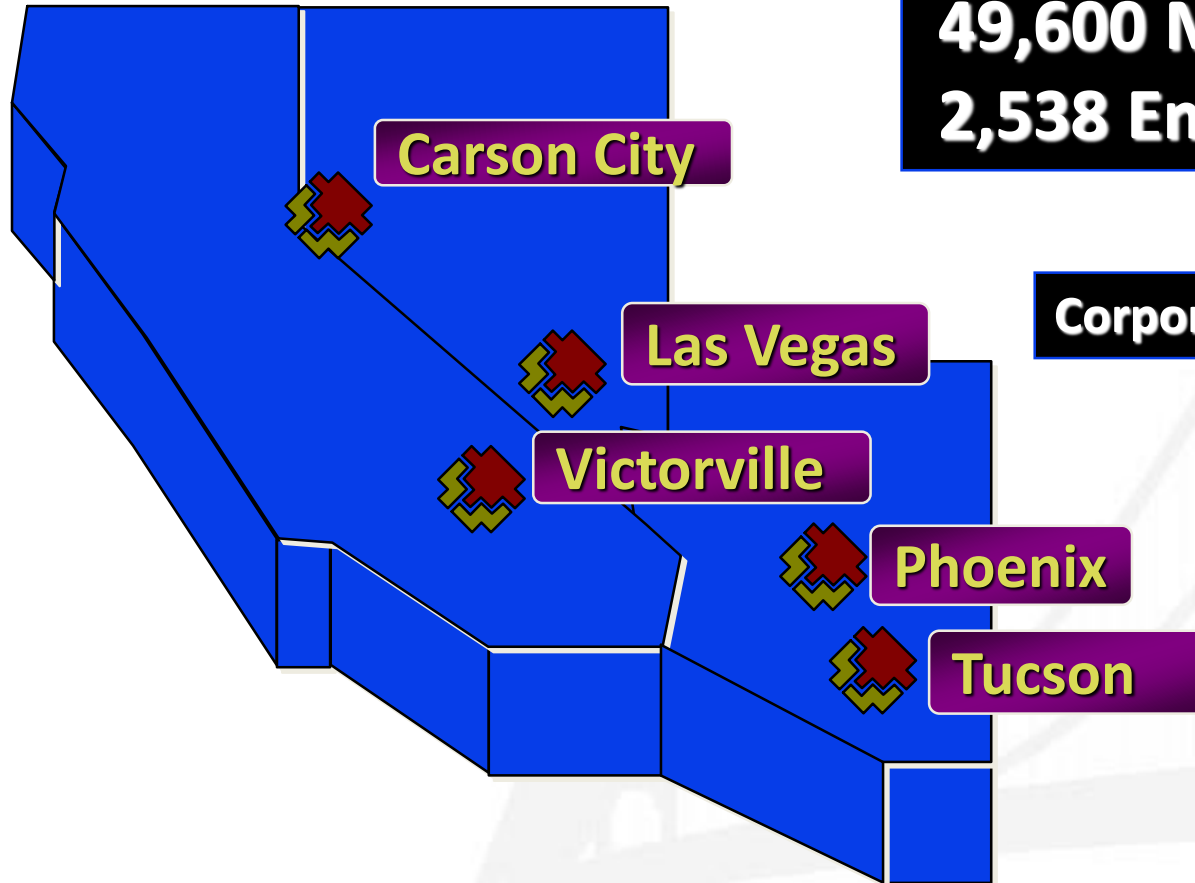
A Southwest Gas Case Study

Presented by Jim Mlachnik
and Jeremy Snider

Empowering Business in Real Time
PI Infrastructure for the Enterprise

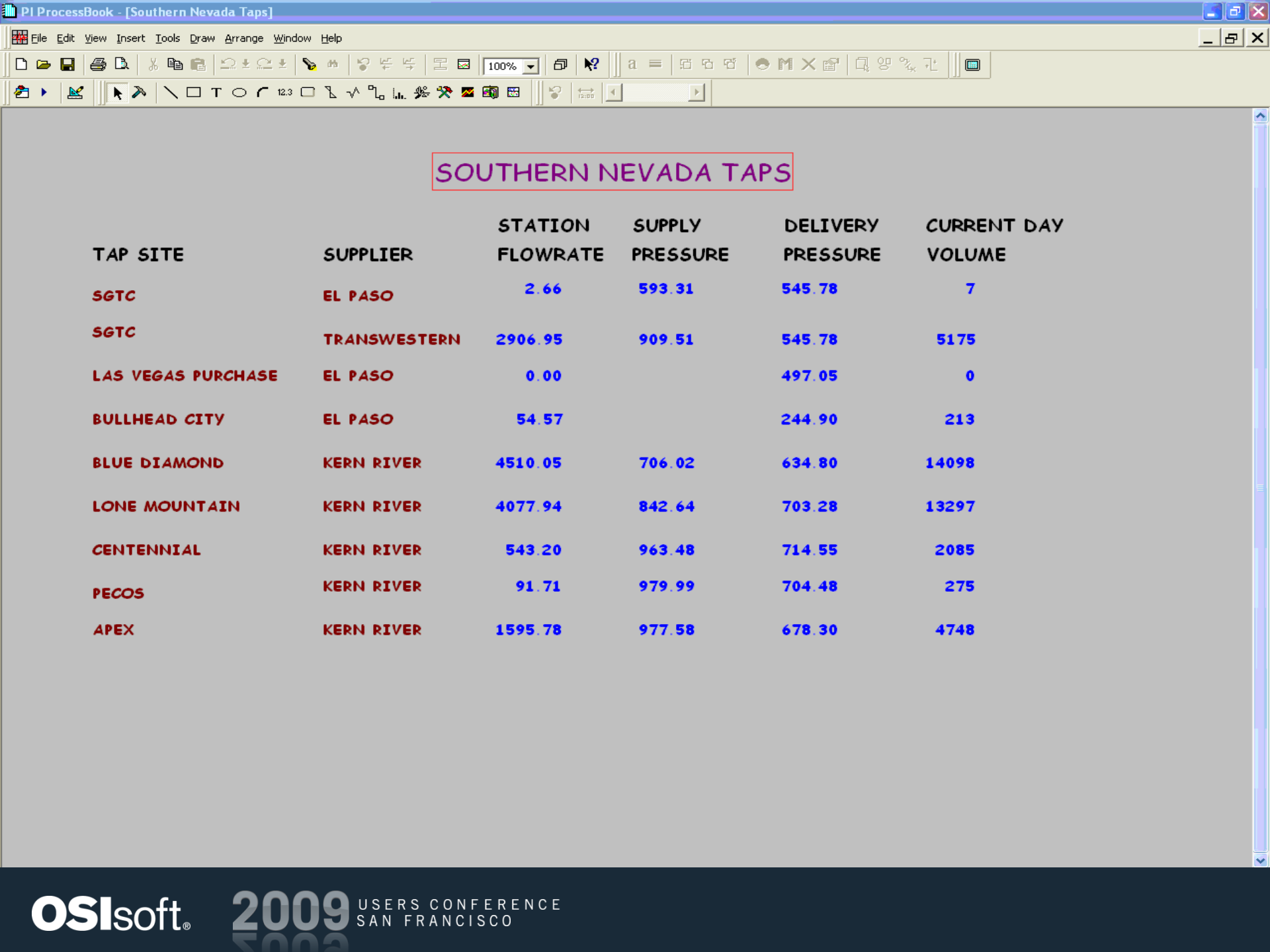
Southwest Gas Corporation

1,813,000 Customers
49,600 Miles of Pipe
2,538 Employees



Let Everyone Look at SCADA Data

- **Challenge:** Put SCADA data to work for the rest of the company (not just Gas Control)
- **Before PI:** Information had to be extracted from the SCADA historical sub-system in a very cumbersome and time consuming method to provide data to end users
- **After PI:** End users are now able to extract data themselves using the PI client tools
- **Benefits Derived:**
 - Easy access to SCADA data for planning purposes and engineering studies
 - Access to SCADA data during an emergency situation
 - Ability to provide PI data to internal and external customers via the WEB

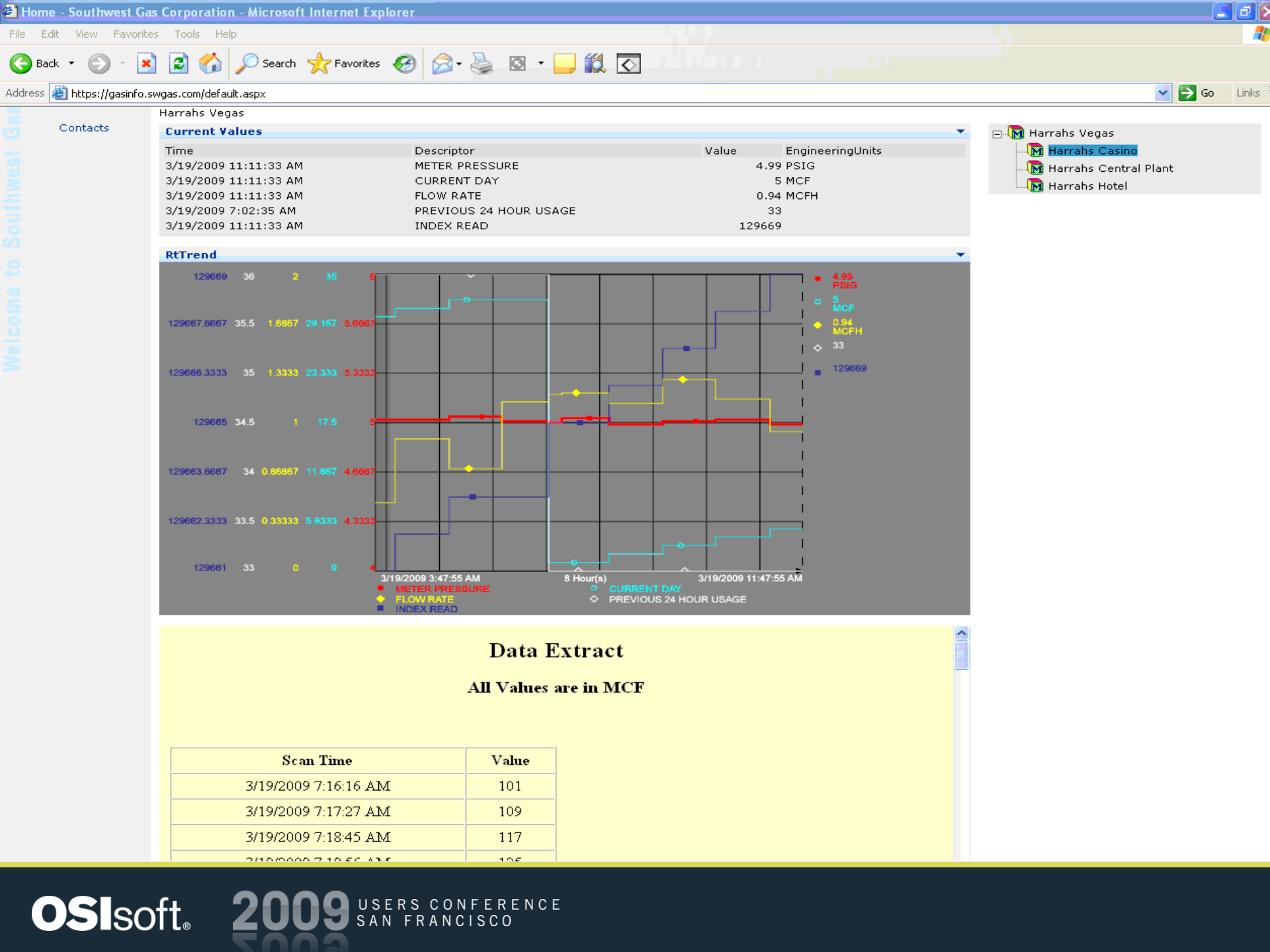


SOUTHERN NEVADA TAPS

TAP SITE	SUPPLIER	STATION FLOWRATE	SUPPLY PRESSURE	DELIVERY PRESSURE	CURRENT DAY VOLUME
SGTC	EL PASO	2.66	593.31	545.78	7
SGTC	TRANSWESTERN	2906.95	909.51	545.78	5175
LAS VEGAS PURCHASE	EL PASO	0.00		497.05	0
BULLHEAD CITY	EL PASO	54.57		244.90	213
BLUE DIAMOND	KERN RIVER	4510.05	706.02	634.80	14098
LONE MOUNTAIN	KERN RIVER	4077.94	842.64	703.28	13297
CENTENNIAL	KERN RIVER	543.20	963.48	714.55	2085
PECOS	KERN RIVER	91.71	979.99	704.48	275
APEX	KERN RIVER	1595.78	977.58	678.30	4748

Turn Regulations into Value for Our Customers

- **Challenge:** To comply with tariffs requiring SWG to provide key natural gas parameters like pressure, temperature, flow and quality to both agents and customers.
- **Before PI:** SWG provided agents and customers with phone numbers and passwords for direct access to system RTUs.
- **After PI:** Direct RTU access was revoked. PI-RtWebParts was used to configure Agent and Customer specific web views of tariff data in a secure environment.
- **Benefits Derived:**
 - Securing RTUs
 - The ability for agents and customers to access gas parameters in near real-time
 - PI-RtWebParts provides trending and data downloading via the web



Welcome to Southwest Gas

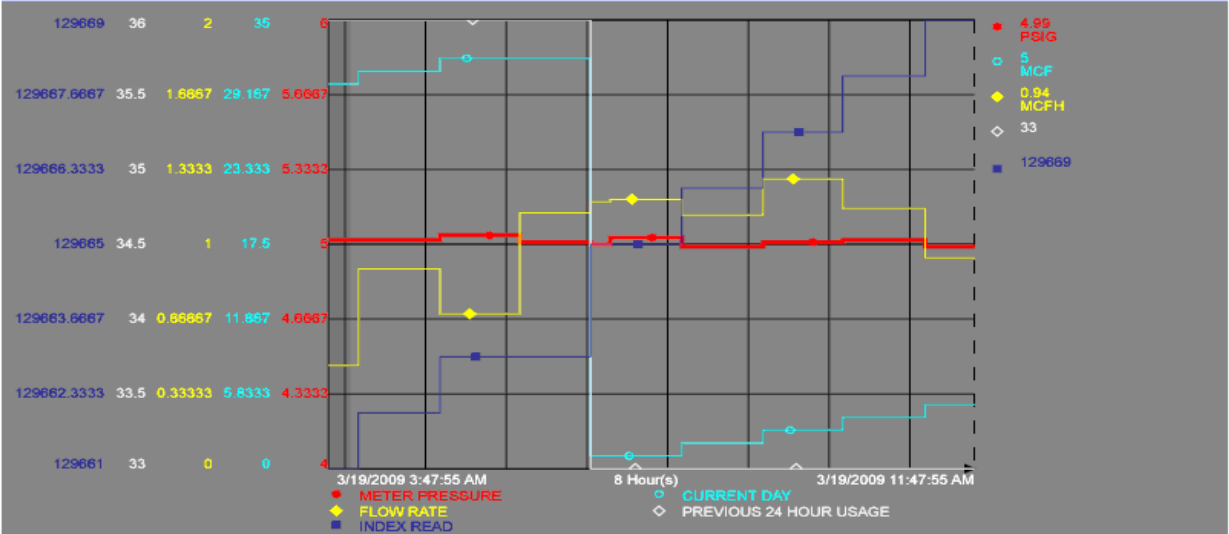
Contacts

Harrahs Vegas

Current Values

Time	Descriptor	Value	EngineeringUnits
3/19/2009 11:11:33 AM	METER PRESSURE	4.99	PSIG
3/19/2009 11:11:33 AM	CURRENT DAY	5	MCF
3/19/2009 11:11:33 AM	FLOW RATE	0.94	MCFH
3/19/2009 7:02:35 AM	PREVIOUS 24 HOUR USAGE	33	
3/19/2009 11:11:33 AM	INDEX READ	129669	

RtTrend



Harrahs Vegas

- Harrahs Casino
- Harrahs Central Plant
- Harrahs Hotel

Data Extract

All Values are in MCF

Scan Time	Value
3/19/2009 7:16:16 AM	101
3/19/2009 7:17:27 AM	109
3/19/2009 7:18:45 AM	117
3/19/2009 7:19:56 AM	125


Home - Southwest Gas Corporation - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Refresh Print View Source

Address <https://gasinfo.swgas.com/default.aspx> Go Links

Home Clark 4 Clark 5 Clark 6 Clark 7 Clark 8 Sunrise 1 Sunrise 2 Sunrise 3 LV Cogen 1 LV Cogen 2 LV Cogen 3 LV Cogen 4 LV Cogen 5 Ft Churchill Reno CG 1 Reno CG 2 Reno

 Nevada Power
Clark 7

Current Values

Descriptor	Time	Value	EngineeringUnits
CURRENT DAY 7	3/24/2009 7:27:01 AM		114
FLOW RATE 7	3/24/2009 7:27:42 AM		532.32 MCFH
PREVIOUS 24 HOUR RUN 7	3/24/2009 7:01:21 AM		2978

Volume History

\\lvc-pi-03\LNVPCELEAC7V

Time	Value
3/23/2009 8:11:09 AM	NON-UPDATE
3/23/2009 8:16:02 AM	0
3/23/2009 8:26:29 AM	NON-UPDATE
3/23/2009 8:31:19 AM	0
3/23/2009 8:46:57 AM	10

Showing 1 to 5 of 101

Flow History

\\lvc-pi-03\LNVPCELEFL7A

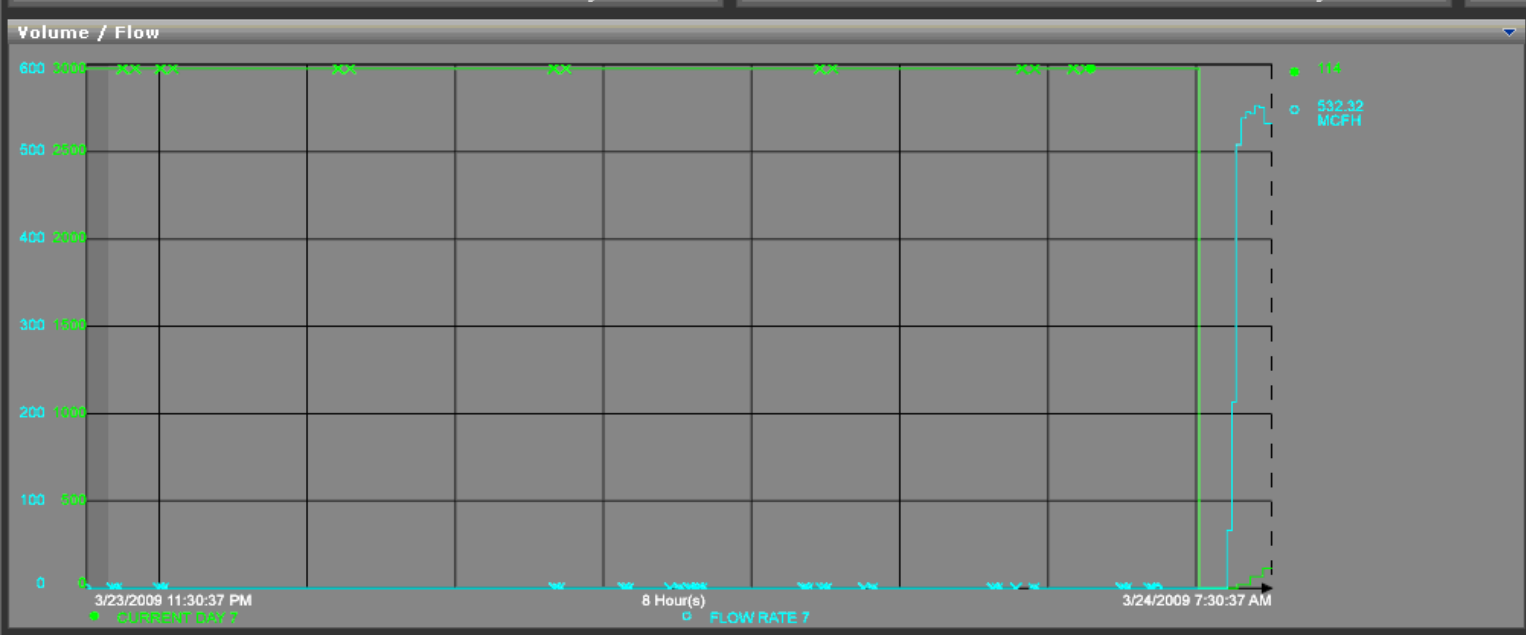
Time	Value
3/23/2009 7:32:06 AM	0
3/23/2009 7:39:51 AM	NON-UPDATE
3/23/2009 7:41:25 AM	0
3/23/2009 7:43:36 AM	NON-UPDATE
3/23/2009 7:48:50 AM	0

Showing 1 to 5 of 289

Prev Day Volume History

\\lvc-pi-03\LNVPCELEYA7V

Time
12/24/2008 12:52:55 PM
12/24/2008 12:57:50 PM
12/25/2008 12:05:18 AM
12/25/2008 12:10:19 AM
12/25/2008 5:38:51 AM



Reduce and Control Project Risk

- **Challenge**: To provide a single ‘window’ for users to look through for viewing distribution operations data alongside business data held in other databases.
- **Before PI**: SWG conceived and roughed in a RFP for an extensive ‘data warehouse’ project designed to consolidate data held in various database applications across every major department.
- **After PI**: Data Warehouse project was avoided. SWG introducing portal pages to various internal user groups that leverages RtBaseLine Services and RtWebParts to view data held within critical database applications.
- **Benefits Derived**:
 - Avoided a very costly, complicated project
 - Avoided future maintenance of custom system
 - Used technology (OSIsoft and Microsoft) that we already owned



Value

SOAZ Telemetered Customer List

Customer

ALSCO
AZ PORT CEMENT ROTORY
AZ PORT CEMENT TURBINE
CARONDELET HOSP ST JOES
CARONDELET HOSP ST MARY
CITY OF TUCSON CNG
DAVIS MT AFB MAINLN TAP
DAVIS MT AFB SWAN RD
EUROFRESH
EUROFRESH 2
EUROFRESH 3
EUROFRESH 4
EUROFRESH 5
EUROFRESH 6
FORT HUACHUCA A
FRITO LAY
FT HUACHUCA C
GRUB ELLIS BDU

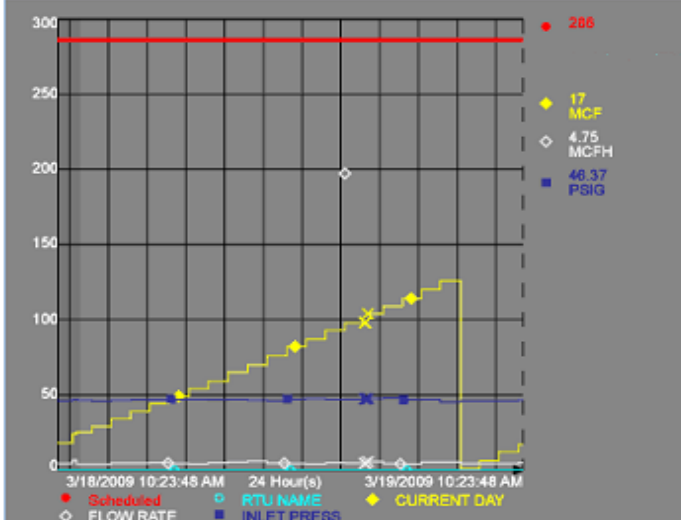
Showing 1 to 18 of 34

Previous 24 Hour Usage From PI

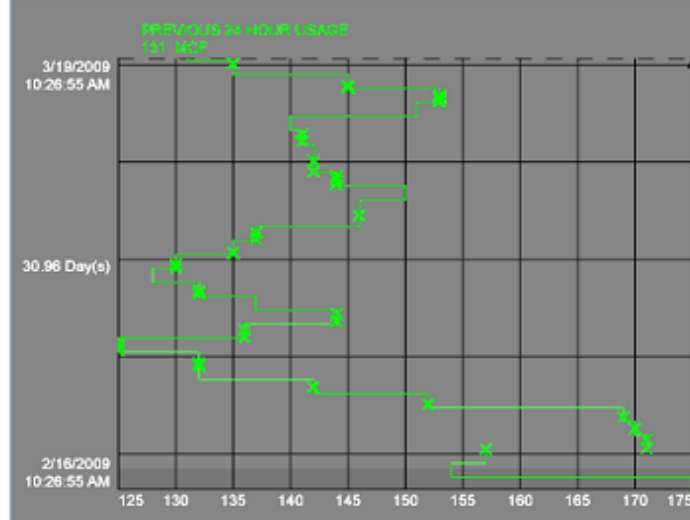
Value EngineeringUnits

131 MCF

CurrentDay



Historical 24 Hour Usage From PI



WMIS Metered Customers

MET_PREMISE	DIRECT_ADDRESS_INFORMATION	MET_ID	MET_MANUFACTURER	MET_COMP_TYPE	EVC_MANUFACTURER	EPR_MANUFACTURER
3611906162	1601 W ST MARYS RD	155191	DRESSER	ROTMTR2YR	MERCURY	

GTS Transport Customers

GAS_DAY	SHORT_NAME	METER_IDENTIFIER	CSS_SERVICE_NUMBER	RTU_IDENTIFIER	SHORT_NAME1	MCF_VOLUME	CODE	Daily Scheduled	CODE1
3/18/2009 12:00:00 AM		00569943	3611906162021	TCARSMSS	SOAZ	131	TRANS	286	CYCLE 1
3/18/2009 12:00:00 AM		00569943	3611906162021	TCARSMSS	SOAZ	131	TRANS	286	CYCLE 2
3/18/2009 12:00:00 AM		00569943	3611906162021	TCARSMSS	SOAZ	131	TRANS	286	CYCLE 3
3/18/2009 12:00:00 AM		00569943	3611906162021	TCARSMSS	SOAZ	131	TRANS	286	CYCLE 4
3/17/2009 12:00:00 AM		00569943	3611906162021	TCARSMSS	SOAZ	135	TRANS	286	CYCLE 1
3/17/2009 12:00:00 AM		00569943	3611906162021	TCARSMSS	SOAZ	135	TRANS	286	CYCLE 2
3/17/2009 12:00:00 AM		00569943	3611906162021	TCARSMSS	SOAZ	135	TRANS	286	CYCLE 3
3/17/2009 12:00:00 AM		00569943	3611906162021	TCARSMSS	SOAZ	135	TRANS	286	CYCLE 4
3/16/2009 12:00:00 AM		00569943	3611906162021	TCARSMSS	SOAZ	145	TRANS	286	CYCLE 1



POWER & UTILITIES

- OSIsoft is ranked 1st in the power industry
- DTE Energy, PSE&G, Entergy, British Energy, Iberdrola



OIL & GAS

- 100% of the global Top 10 producers use the PI System
- BP, Shell, Chevron, ExxonMobil, Pemex, Total, Petrobras



CHEMICALS & PETROCHEMICALS

- 40 of top 50 Chemical Companies rely on the PI System
- Dow Corning, Eastman Kodak, Cytec, Rhodia



PHARMACEUTICALS, FOOD & LIFE SCIENCES

- Nine of the Top 10 pharmaceuticals use the PI System
- Amgen, Bayer, PDL, Allergan, Johnson & Johnson, Roche



MATERIALS, MINES, METALS & METALLURGY

- The PI System is installed in the world's largest mining companies.
- Cemex, Cargill, BHP Billiton Yabulu, Codelco



PULP & PAPER

- 400 sites from worldwide leaders use OSIsoft to manage their mills
- Abitibi, Cascades, Inc., International Paper, MeadWestvaco



CRITICAL FACILITIES, DATA CENTERS & IT

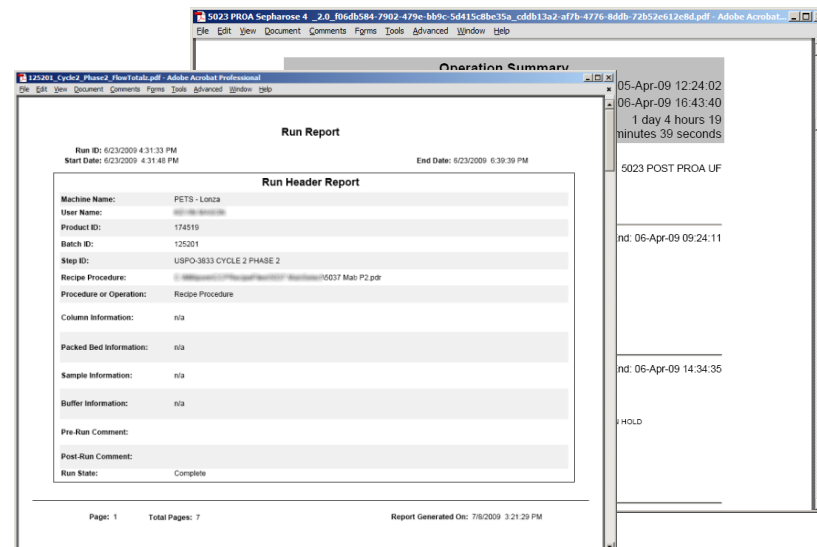
- Innovative use of PI System to monitor complex IT environments
- Microsoft, US Army, Cisco Systems

The Challenge: Consistent Batch Reporting across disparate systems

“We use the PI system to provide our customers with a consistent batch record review process which includes a review of the process alarms summary and critical process data trends for our DeltaV systems. The reports and the review process should be the same despite the production area or the equipment used.”

Lonza

Rob Horton - Controls Engineer



Customer Business Challenge

- Provide our Customers with a consistent report format regardless of the process equipment used
- Reduce the workload of operators
- Create exception based reporting to improve the efficiency of lot review
- Reduce the opportunities for errors during the batch release processes

Solution

- Leverage the RtReports installation already in use with the site PI system
- Utilize the existing investment in our site system which had PIBaGen and the batch sub system installed
- Propagate information already available in the existing HMI database

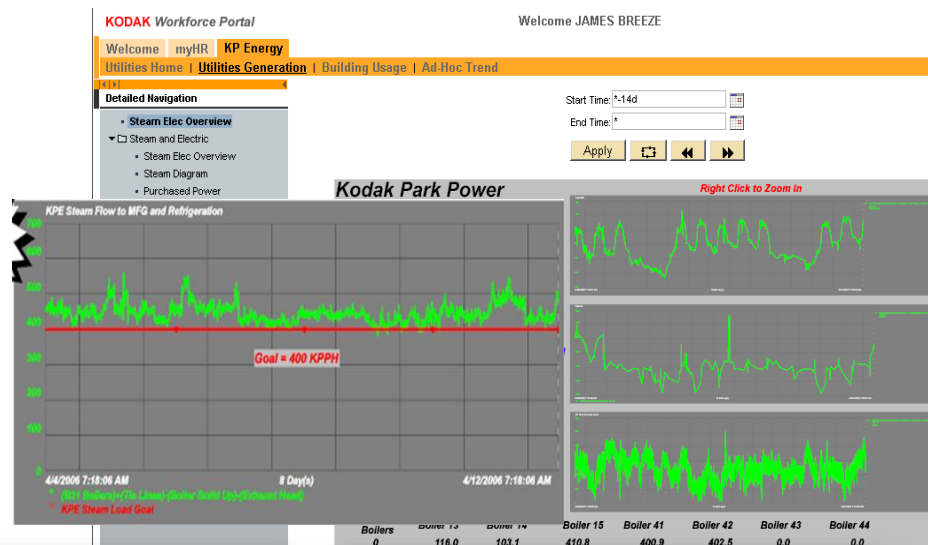
Customer Results / Benefits

- Consistent batch reporting format
- Transfer the responsibility of report generation from the operators to the Quality group
- Report by exception which translates to less time for product release
- Eliminates the manual method for identifying exceptions

Kodak: Collaboration enables optimized energy consumption

“There was no ‘Big Bang.’ Rather, there were 1,000 little bangs. Collectively these efforts have yielded savings into the millions of dollars and established a culture of continuous process improvement.”

James Breeze | Energy Engineer / Project Leader
Worldwide

Customer Business Challenge

- Conservation, optimization of resources, and cost control is imperative
- Merge real-time energy management data with business processes.

Solution

- Implemented a new Energy Information System without buying a new application
- Used OSIsoft Business Package for SAP Portal with the PI System
- View and manage their Enterprise energy demand across the enterprise with standard OSIsoft interfaces.

Customer Results / Benefits

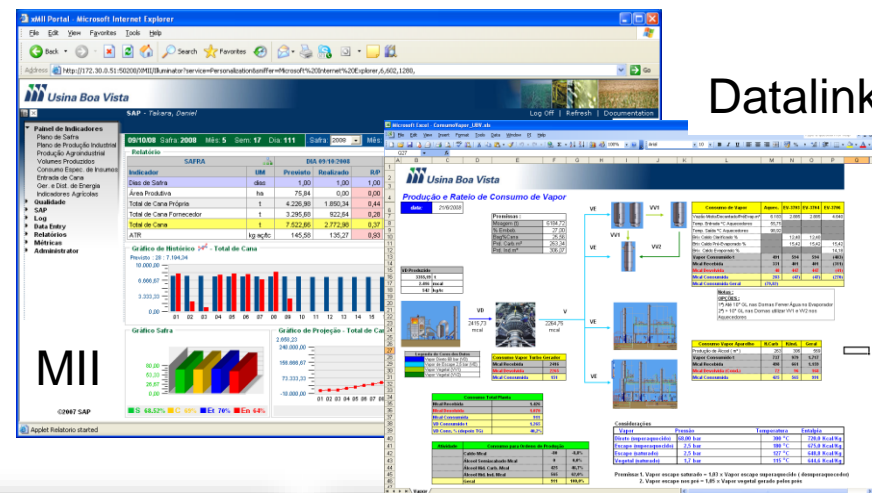
- Increased ROI on improved demand side management and optimization of power generation assets, saving millions of Dollars, annually
- Opportunities in manufacturing to implement an energy conservation mode between product runs.

Grupo São Martinho: Vertical Integration between plant floor and SAP ERP



Grupo São Martinho is a company operating three sugar mills with alcohol production in Brazil. In their presentation, they explained the value achieved from connecting PI to SAP via MII at their Usina Boa Vista to provide complete supply chain visibility.

Presentation by **Edinei Castro** | Project Leader | Seminário Regional da OSIsoft do Brasil 2008



Datalink

Customer Business Challenge

- Operational Visibility in real-time across their entire supply chain from production planning through manufacturing and shipping
- Needed to eliminate manual entry errors in inventory accounting

Solution

- Implemented PI with connectivity to SAP via MII for presenting a real-time view of order planning and execution.
- Link PI data to PP/PI and PM

Customer Results / Benefits

- Provided visibility needed for planning optimization and gave operations information in real-time
- PI gave plant personnel the ability to have a central data store for all plant data so that problems could be analyzed easily.
- Vastly accelerated the learning curve for plant operations for personnel

Altivity: Production Reporting

“When Altivity Packaging designed their corporate production reporting application for their bag facilities, we selected OSIsoft’s PI System and SAP’s MII application. Together, these applications give our users a single view of information in an easy- to-use software framework..”



Rod Jackson, Senior Director, IT Integration and Distributed



Customer Business Challenge

- Need uniform reporting and display environment to monitor production.
- Require data in real-time for better decision making

Solution

- Implemented the PI System as data historian and analytical engine.

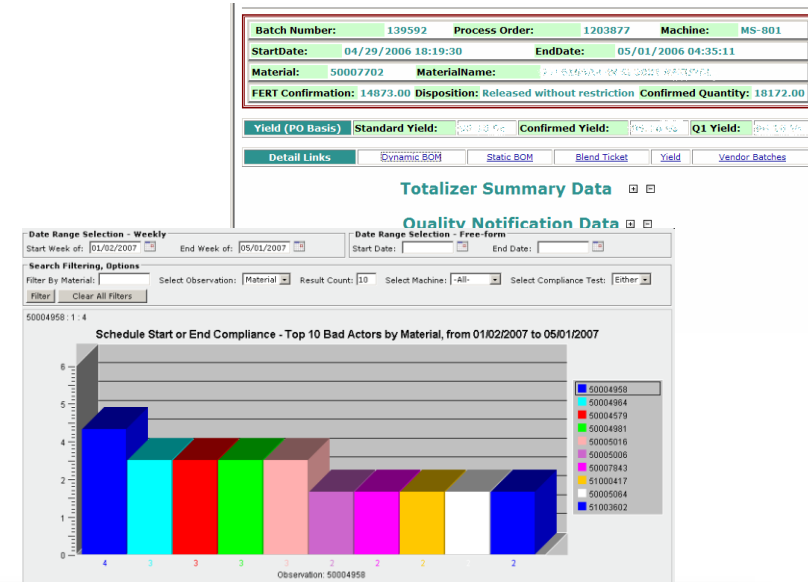
Customer Results / Benefits

- Have accurate Production reporting environment viewable by all to have consistent set of results.
- Calculations available in real-time
- Reporting available on 9 sites located in three time zones.

Celanese: Actionable Intelligence on the Plant Floor for superior plant performance

“The translation of operational parameters into financial parameters makes work more meaningful. But we only deliver actionable information...in other words, those few KPIs whose results a given individual can influence through good decision-making.”

Brenda Hightower, Celanese Corp.



Customer Business Challenge

- Key operational data dispersed across disconnected enterprise systems
- Lack of consistent KPIs across multiple plants produced inaccurate corporate goal accountability measurements
- Difficulty in meeting continuous process improvement goals

Solution

- Implemented the PI System as data historian and analytical engine.

Customer Results / Benefits

- Operations dashboards include production performance and business metrics to drive decision making down to the plants.
- From the first installations at two sites - \$1.3MM in savings was attributed to the project. Currently installed in 10 sites, with rollout extending to 25 sites.

Queensland Nickel QNI: Condition-based Maintenance

“We’re using OSIsoft’s PI Platform and interfacing to SAP PM to benefit our operations in many ways—from tracing product quality to justifying Six Sigma process improvement projects.”

Dave Hunter, QNI, Australia



Customer Business Challenge

- Plant floor and business users needed one version of the truth for all facets of refinery operations
- Needed real-time alarming to monitor quality
- Needed automatically generated maintenance notifications in SAP

Solution

- Implemented the PI System as data historian and analytical engine.
- Implemented connectivity to SAP PM for automated work order creation

Customer Results / Benefits

- Reduction in downtime
- Achieved 9001 certification Quality Assurance/Six Sigma goals
- Reduction in total steam consumption
- Users see profitability and growth historically and in real-time

- Both of these examples highlighted some elements:
 - Technology - is the technology “fit for purpose” and “does it work”?
 - Deployment - what does it take to put in across the asset base and pull all the data together?
 - Adoption - If the technology works, and it deploys easily, what does it take to get the users to “pick up the hammer” and use it?
 - Business - Assuming all of the above, what was the business value created?
 - Sustainability - What are the continuous improvement opportunities to leverage the existing investment for future value returns?
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Thank you

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