What management, organization, and technology issues had to be addressed when developing Valero's dashboard?

The management always sets up production targets that are to be achieved by a company. In the development of Valero's dashboard, one main concern pertaining to the management team was the extent to which they would be able to achieve the set targets. On the other hand, the organization had to ensure that the operations take place in an efficient manner where the development of the dashboard was concerned. It had the responsibility and the authority to demand explanation regarding any issue from the executive and even refinery level along with system operators, as well. The technological issues were mainly regarding the limited extent to which information or data was displayed on this dashboard. Furthermore, even though the data could be refreshed after five minutes, no future technological innovation prospects were expected regarding dashboards

What measures of performance do the dashboards display? Give examples of several management decisions that would benefit from the information provided by Valero's dashboards.

The Valero dashboard measures real-time data related to their plants and equipment reliability ,inventory management, safety, and energy consumption. Each plant is measured by their performance compared to the production plan. This is an effective measurement of refining costs and how to improve the associated costs. Management can use this information understand what makes each plant successful, and how they can implement more effective practices to each plant to maintain consistency throughout each plant. They can use this information to understand how the inventory is being used, and potentially look for thief or negligence with inventory. If management can understand what is driving up energy consumption, then they can review what is the driver, and then implement more efficient equipment (if is included as a driver) and/ or time/ production management

What kinds of information systems are required by Valero to maintain and operate its refining dashboard?

The dashboard is connected to the firm's SAP Manufacturing Integration and Intelligence application that shows each plants production current and historical data

How effective are Valero's dashboards in helping management pilot the company? Explain your answer.

I think that production management is a vital piece to the puzzle, but it is definitely not the entire story. I would express that the effectiveness of Valero's dashboards are about one fifth effective. They can use the information to make sure their organization are running effectively to help save costs, but they are not including sensitive variables that could also impact the organization

Should Valero develop a dashboard to measure the many factors in its environment that it does not control? Why or why not?

Absolutely the dashboard should include many internal and external environmental factors that it doesn't control. The dashboard is only monitoring ways to be more efficient which doesn't impact their refined product margins. To fully understand what the best decision and practice for the company then this sensitive information needs to be included to get a better understanding of the factors impacting the organization. If the dashboard system doesn't include technological advances, marketing, sales, or any other innovated advancements, then you cannot fully make healthy decisions about the organization