White Paper: Future-Ready Digital Transformation in a Global Aluminum Producer

Executive Summary

One of the world's largest aluminum smelters, producing over 500,000 tonnes per year, embarked on a transformation initiative to modernize business and operational practices while preparing for a major capacity expansion. Hatchpoint's principal consultants worked with leadership to assess the current state, define future-ready processes, and align technology deployment to enable measurable business impact. Through business process modeling, gap analysis, and digital strategy alignment, the company established a foundation for operational excellence and sustainable digital value.

Industry Context

Aluminum producers face growing challenges:
- Pressure to improve efficiency and reduce operating costs.
- The need for seamless technology integration during expansions.
- Increasing expectations around KPIs, knowledge sharing, and operational transparency.

Digital transformation — integrating process excellence, analytics, and scalable technology platforms — is essential to remain competitive in the global metals market.

The Challenge

- Expansion with a new potline required modernization of both existing and future operations.
- Need to design fit-for-purpose processes to meet a changing workplace.
- Lack of standardized KPIs and success measures.
- Knowledge trapped within silos, limiting organizational learning.
- Technology gaps that could compromise rollout effectiveness.

The Hatchpoint Approach

Hatchpoint's principal consultants partnered with the client to deliver a phased digital transformation program:

1. As-Is Study — mapped current processes and IT infrastructure, identifying operational and technology gaps.
2. Future State Design — created a "To-Be" business process model integrating best practices and aligning with the new potline expansion.
3. Gap Analysis — defined gaps in processes, culture, and IT applications to enable successful rollout.
4. KPI Framework — established business measurements and success factors to track progress.

5. Digital Enablement — supported technology and MES/IT integration, aligned with redesigned processes.

The Outcomes

- IT Risk Reduction: Early identification of risks reduced rollout cost and delays.
- Future-Ready Processes: Designed "To-Be" workflows ensured operations could scale seamlessly.
- KPI Alignment: Defined success factors provided visibility and accountability across operations.
- Knowledge Sharing: Improved cultural alignment and lessons-learned processes enhanced workforce collaboration.
- Sustained Value: Hatchpoint's principal consultants provided governance and digital roadmaps to ensure ongoing optimization.

Lessons Learned

- Expansion projects are opportunities to embed digital readiness from the start.
- Business processes and KPIs must be aligned before technology is deployed.
- Organizational culture and knowledge sharing are critical enablers of transformation.
- Continuous improvement requires a balance of governance, digital platforms, and operational discipline.