



AVEVAWORLD
PARIS

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FRIESLANDCAMPINA: The Kickstart of a successful digital journey

Innovate to improve

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FrieslandCampina ^{nl}
nourishing by nature



The *kickstart* of a successful digital journey

AVEVA

Agenda



- Introduction
- FrieslandCampina and challenges
- New Global OT Organization
- Our digital journey
- Key take away!



Maurice Bongers

Digital Transformation | Manufacturing |
Bringing people together



2001

5
Consultant ERP Supply
Chain, Manufacturing &
Engineering



2014

Business Consultant
Manufacturing & Supply
Chain



2020

Integration &
Transformation
Lead Manufacturing



2023

Global OT Innovation
Manager
FrieslandCampina



2030

FrieslandCampina



14,634
Member dairy farmers



Branches in
29 countries



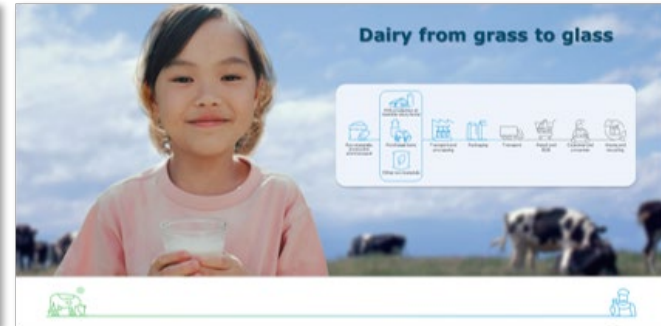
20,928
employees



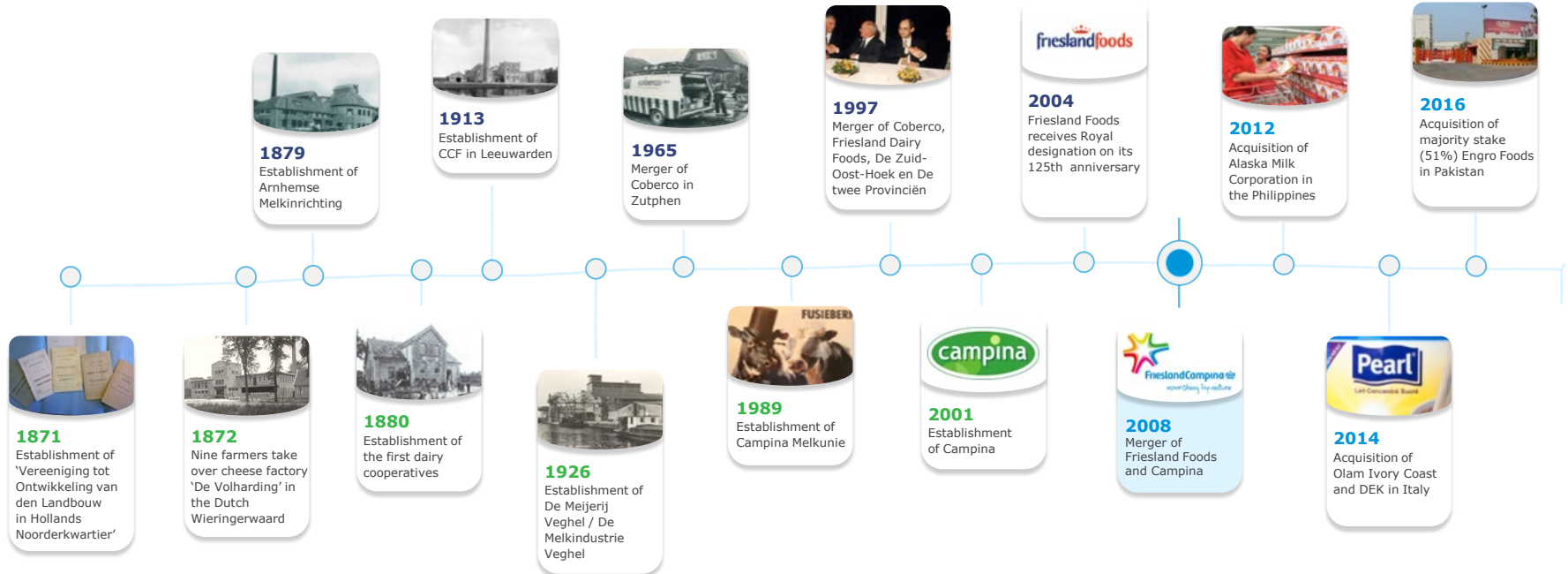
Export to
> 100 Countries



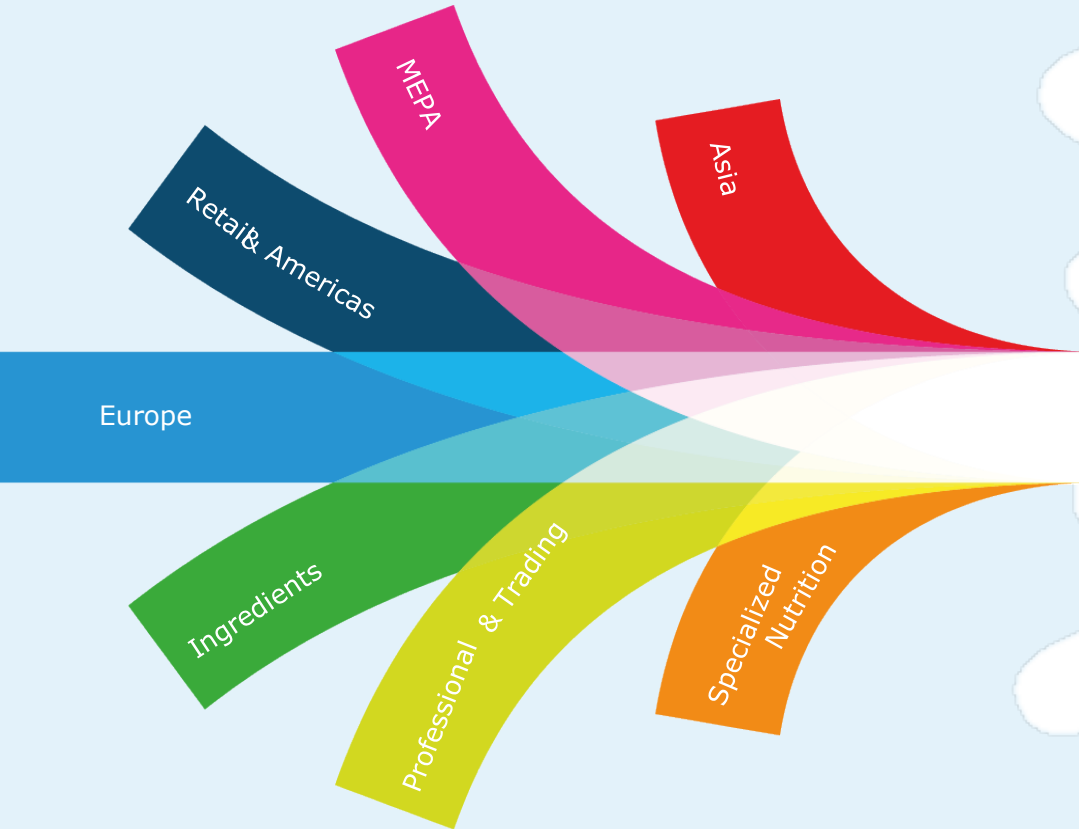
€ 13,1 Billion
Revenue



FrieslandCampina: 150+ years of dairy expertise



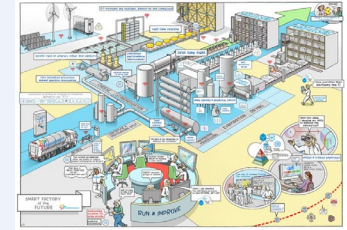
FrieslandCampina Ambition



Top performer focused on dairy

We aim to **win in each of the markets we operate in** and find the best opportunities for our member farmers' milk. All aimed at sustainably delivering a **top 3 milk price*** to our owners, the member dairy farmers.

Urgent reasons to change



- Supply Chain to one global function
- Business continuity, cyber and security risks
- Fragmented and outdated OT landscape
- Organization (e.g. 30% vacancies end 2021)
- Maturity of local (OT ITIL) processes
- Challenges in audit findings

- Expedition 2030 (€ 500 million cost reduction in Supply Chain the coming 5 years)
- Increasing need digital & data driven solutions
- Transform to Smart Factory of the future

Change and transitioning is hard!

CHANGE COULD BE

- ... new systems
- ... new processes
- ... consolidation of tools
- ... **convergence of IT and OT**

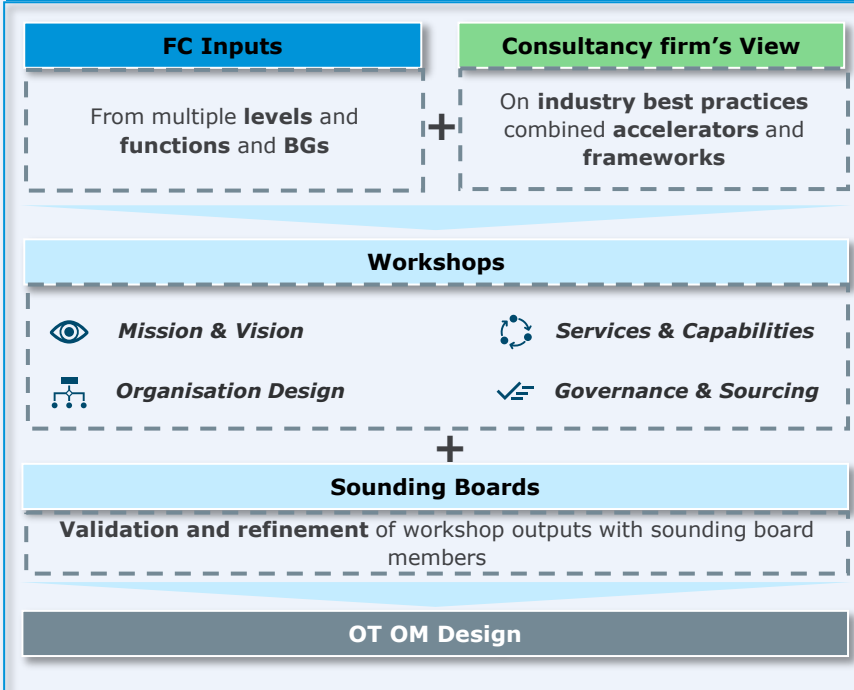
RESULT CAN BE A CHANGE IN

- ... daily work activities
- ... roles and responsibilities
- ... policies and procedures
- ... performance requirements
- ... expected skills, etc.

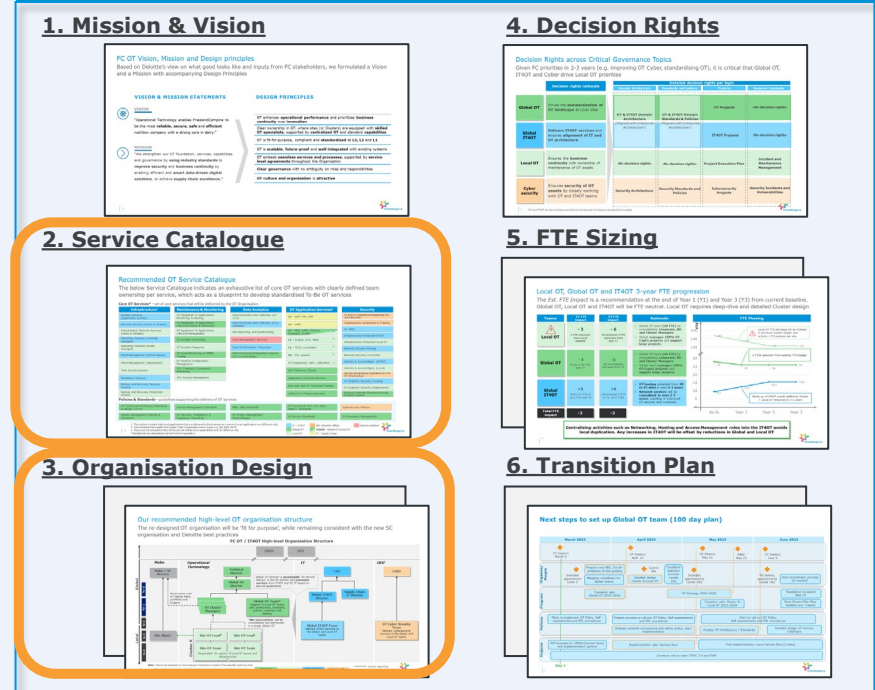


The new OT Operating Model

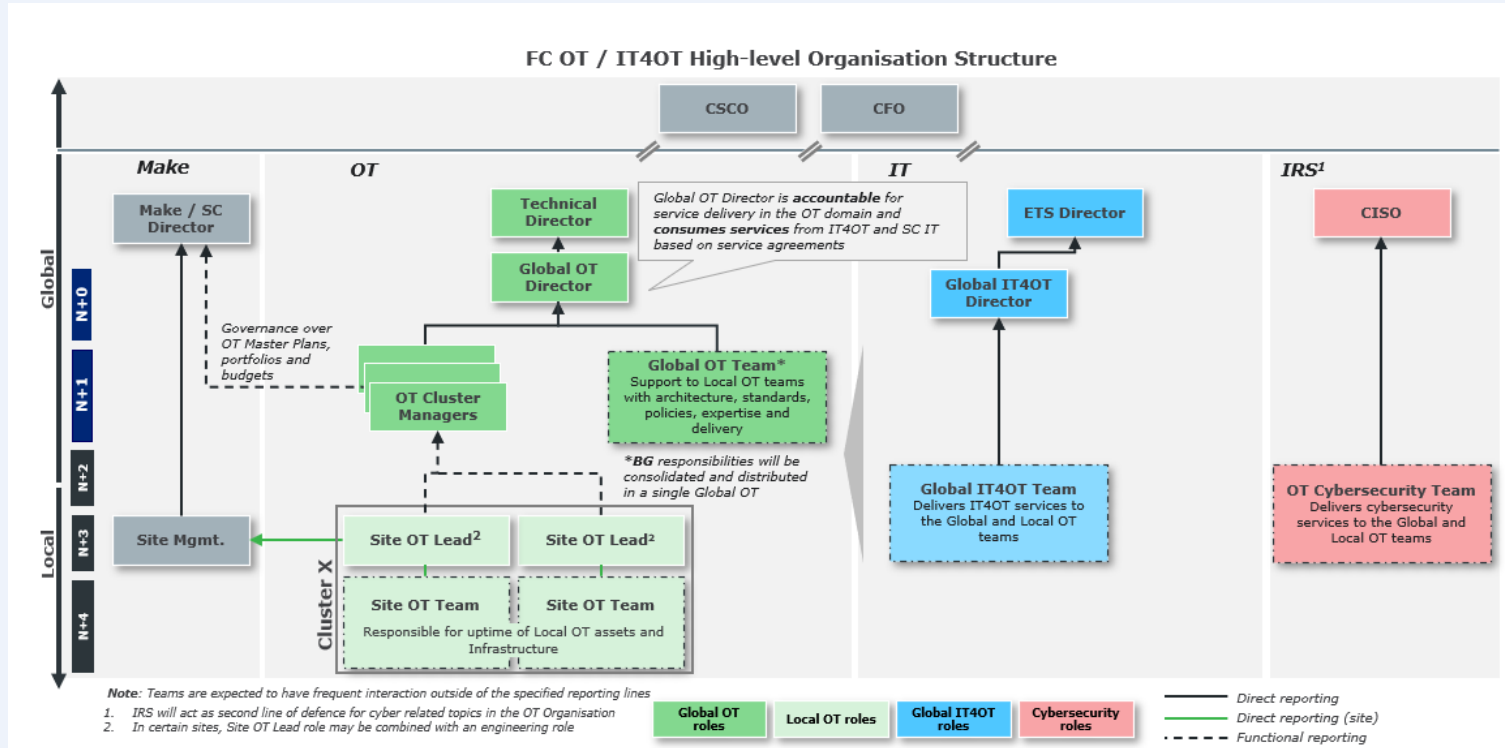
In 10 weeks, OT OM design was created through a series of workshops



Key elements of the OT OM design were developed to guide the transformation programme going forward



New Global OT to drive the change



Fundamentally rethinking and changing the way we operate.

WHAT WE DO:



IN SUPPLY CHAIN & TECHNICAL

From

Discrepancies between sites in methods and standards, creating unnecessary **complexity**



To

Global **fit-for-purpose standards and methods**

Decentral steering of functional agenda,



One Technical Team to further standardize and harmonize while keeping service to specifics for BGs

Inefficiencies in structures and processes, **unclear roles and responsibilities**



Optimized structures and processes.

SC Leadership is talking **about** OT



SC Leadership is talking **with** OT

Our digital Journey



Crawl: Robust Factory

Standardized OT systems
Process proven in control



Walk: Connected Factory

Digital solutions allowing sharing of
information between people
machines and sensors



Run: Intelligent Factory

'Light touch' human intervention
Uses Realtime data analyses and
machine learning



Fly: Autonomous Factory

Self adapting technologies
Automated manufacturing
systems, self managed



Process, Organization, Technology, Information

“Change management is the **structured process** by which change leaders and enablers ensure **change is embedded** in the day to day work of people”

Process: Processes, Collaboration, Way of working, quality of work, execution

Organization & People: Focus, Motivation, Roles, tasks and responsibilities, Skills and knowledge, Communication, Vision

Technology: Technology Status, Technology Landscape, Digital Transformation awareness, Knowledge and understanding

Information & Data: Information availability, Data sharing



The SMART community of Global OT

OT & IT landscapes are converging

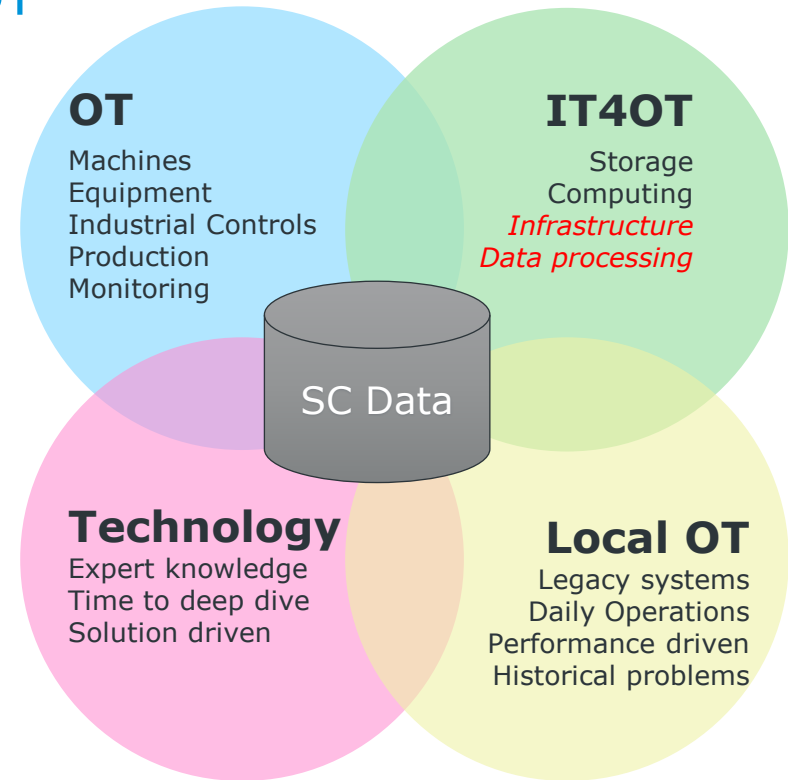
- IT4OT, OT & SC Data intensifying cooperation
- OT is increasing Global and BG approach
- Cyber Security for OT is centralized

Technology can create business value

- Picking up local OT and Data improvements

Creating value by combining knowledge

- I(C)T, OT, Data, Technology
- Subject Matter experts
- Plant experience



Global OT Innovation: Fundamentals & Change Management



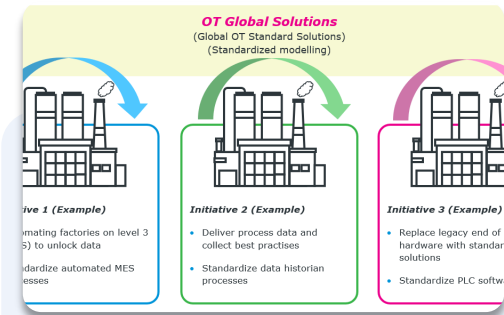
G-OT Architecture

- Assure security
- Drive consistency
- Re-usage of components
- Grow step by step

	Application	Description	G-OT Standard	G-OT Templating	Digital Data & Analytics
ERP	SAP	Enterprise Business Administration	SAP		AVEVA PI Visi PowerBI Azure
MOM	MES	For Manufacturing Execution	AVEVA	MES Templating	
	HMI, SCADA	Process supervision, Process Data collection	AVEVA	TPPM	
	Historian	Time series data collection	AVEVA PI	Global Tagging	
	PLC	Process control & data collection	SIEMENS	PLC Templating	
Instrumentation		Process control & data collection (IO-Link)			

Standardize Solutions

- Setting up partnerships
- MES Templating ownership
- AVEVA MES for level 3
- AVEVA PI as fit for purpose platform



Small iterative steps

- Build up library of solutions
- Save cost
- Share experiences
- Train standard solutions

Think Big...



"Most **people overestimate** what they can do in one **year** and... underestimate what they can do in ten **years**"



Start Small...



Fail Fast...

AVEVA



Questions?

Please wait for the microphone.
State your name and company.



Please remember to...

Navigate to this session in the mobile app to complete the survey.



Thank you!