



AVEVA WORLD

Transform to Perform with AVEVA Operations Control

Carlos Figueroa, Sr. Automation Engineer – North America,
Max Wood, Sr. Automation Engineer – North America,
IMERYS | April 2025

The Team!



Google's New Glass Explorers Usher In The Mainstream Wave Of Augmented Reality

Among the 8,000 Glass Explorers getting priority access to the \$1,500 headsets is a fire chief whose idea we first noticed back in February.



LinkedIn

maxjwood



LinkedIn

carlosfigueroas

Imerys At a Glance: Key figures*



24,000
customers



Operations
in 39 countries



13,700
employees



€3.8bn
revenue



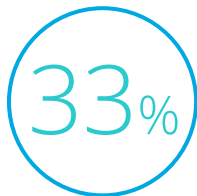
€633m
EBITDA



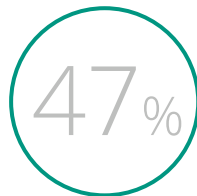
in 75%
of our businesses



Sales
In 126 countries



Americas
33% of revenue

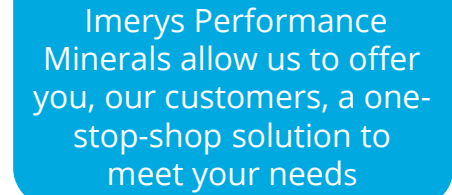


EMEA
47% of revenue



APAC
20% of revenue

(*2023 figures)



A story in numbers



3 Countries



29 sites



50,000 data points every second



40,000 motors



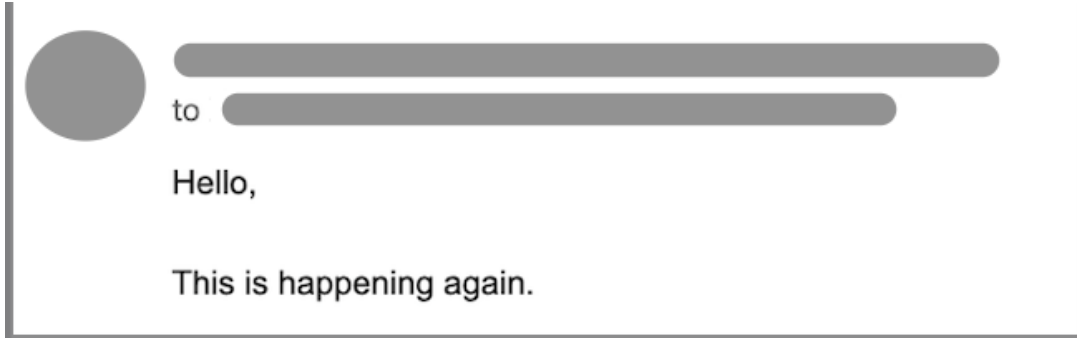
Countless cups of coffee (*too high to track*).

.....

2 Engineers

Actual user feedback

This is how our inbox used to look like:



It's been one issue after another : environment is **VERY UNSTABLE**

The current issue is a wide spread and like I said , we need to fix this asap.

This environment is very unstable.

... ..

No Connectivity to Server from Machine on site

Why we needed change?

When 'Real-Time Data' Means Yesterday's Spreadsheet

- MES System originally spec'ed for a handful of sites but scaled up to 10+ sites.
- Heavily network dependent thick clients for manual data collection.
- Mix of historian makes and types (**Frankenstein system**)
- Calculations performed in multiple places (PLC, historian tags, SQL database, front end) (**multiple sources of confusion**)
- Unstable data collectors
- IMERYS did not have the real-time data needed to successfully manage and transform the business



Why we needed change? - The pain: Lost Time, Lost Data, Lost Dollars

Missed opportunities and cost inefficiencies:

- Flying blind: No key KPIs like OEE.
- **10-20% of operator's time** wasted on manual data collection & validation. (**Excel Warriors**)
- Lack of real-time monitoring which leads to **20-25% slower response times** to critical issues.
- Several lost data incidents.

Imerys is committed to sustainable industrial improvement

- **Imerys is committed to reducing Greenhouse Gas emissions by 32.7% by 2028 and 42% by 2030** (baseline 2021)
- Sustainability-Linked €500M Bond aligned the new GHG reduction.



GLOBAL AWARENESS



SUSTAINABILITY

What did it take?....



The Vision is a Journey...



Challenge the status quo



Try and test ideas



Get to know your tools



Agility and flexibility

Approach adjustment enabled a cost savings of **63%**

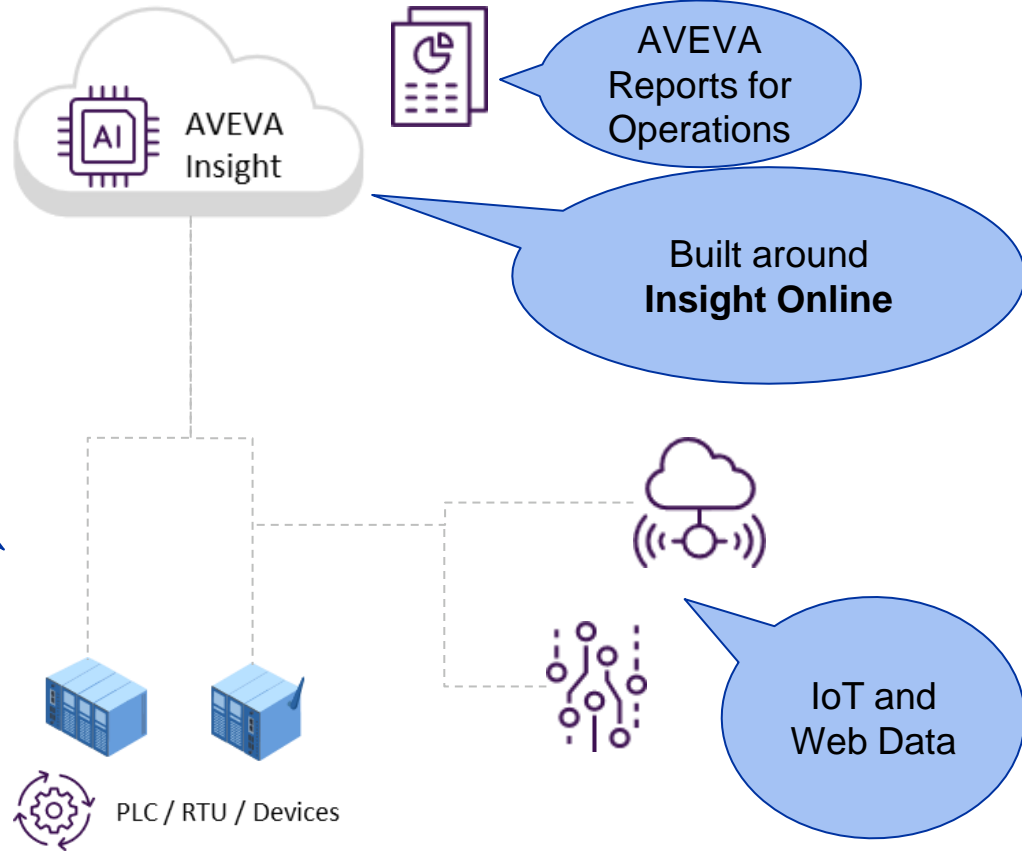
The vision: 29 sites, Cloud, On prem and Everything in Between.

Started Simple....

Collected Existing
Automated Assets

A solid start but we needed more....

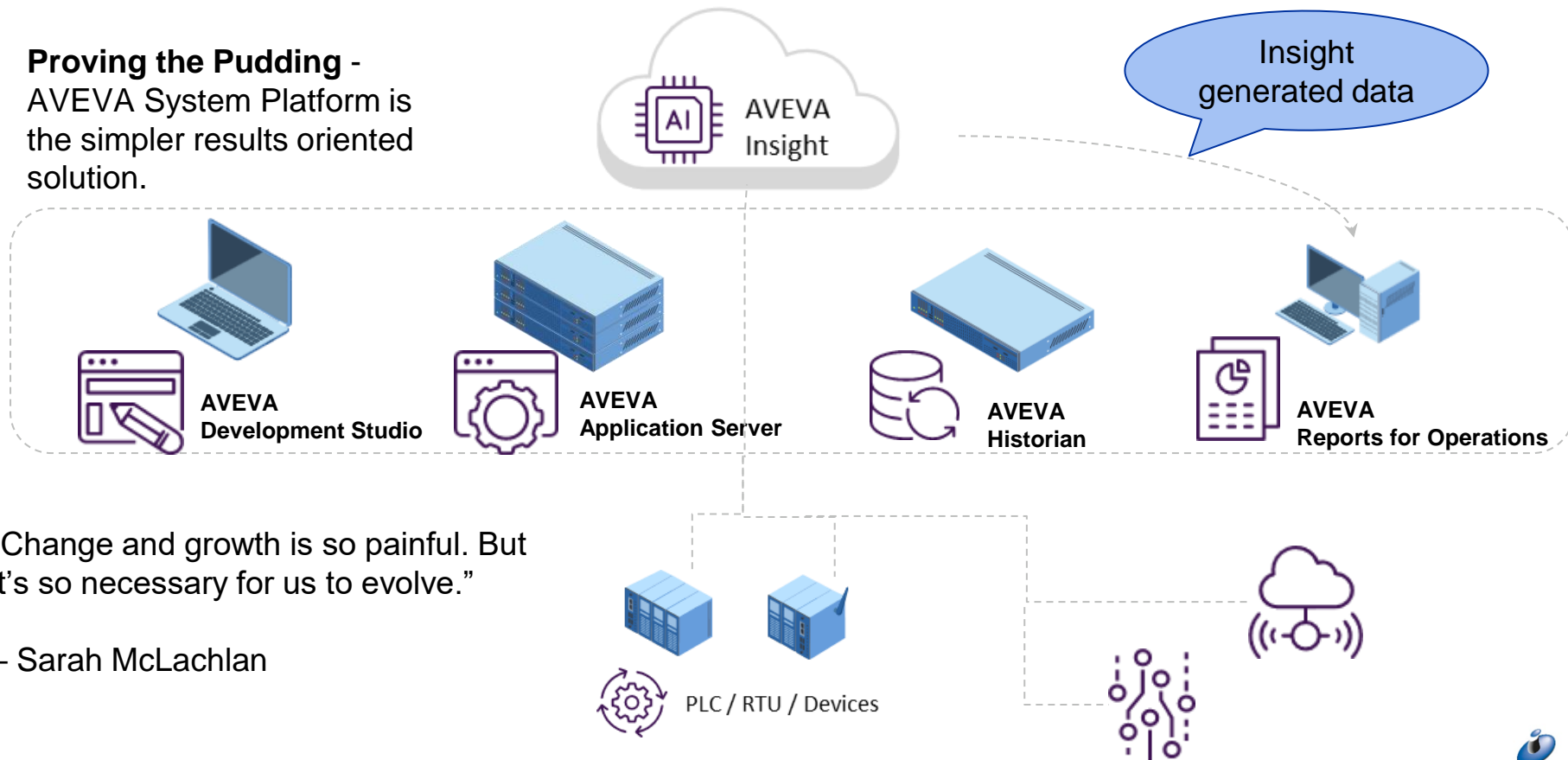
- Manual Data Entry
- Conditional Logic
- Enterprise Power



The vision: 29 sites, Cloud, On prem and Everything in Between.

Proving the Pudding -

AVEVA System Platform is the simpler results oriented solution.



“Change and growth is so painful. But it’s so necessary for us to evolve.”

— Sarah McLachlan

The vision: 29 sites, Cloud, On prem and Everything in Between.

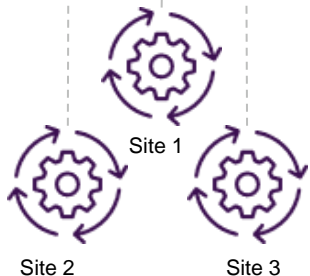
Enterprise System Platform AWS Tier 2

Master Templates, Data and Reporting



Enabled By:
AVEVA
Operations
Control
Licensing

West Hub (Tier 1)



Site 2

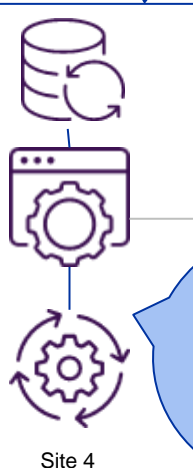
Site 3

Hub (x7)

- 1-10 sites
- 1 Engineer
- Coast to Coast Footprint

Hub
Configured

East Hub (Tier 1)



Site 4

Edge Platforms

- High Usage
- Controls
- Poorly connected sites



Site 5



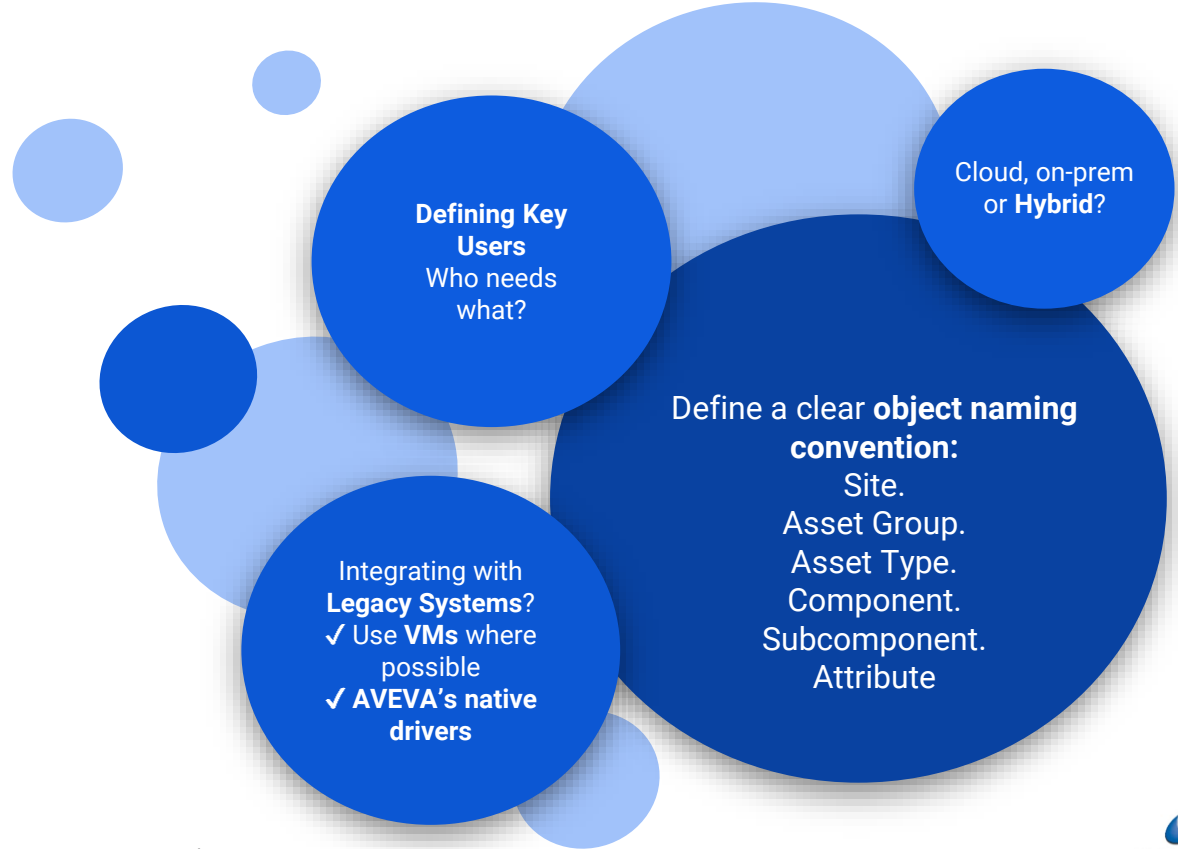
Site 6

Standard
Site
OI Server

The implementation journey (so far) : Choosing the right approach



“Future” Carlos appreciates these smart choices 🙌



No Pain, No Gain: The Challenges (and Wins!) of our Journey

Real Challenges

- Network issues
- Organizational challenges
- Legacy equipment
- Inconsistent naming convention

It wasn't
always pretty



Real Results

- **>\$2M USD** in additional YOY revenue
- **80** Active users
- **750 pieces** of self service content
- **50K tags** being collected
- Key use case: Automated pressure drops and temperature data for compliance.

But the numbers
Don't lie

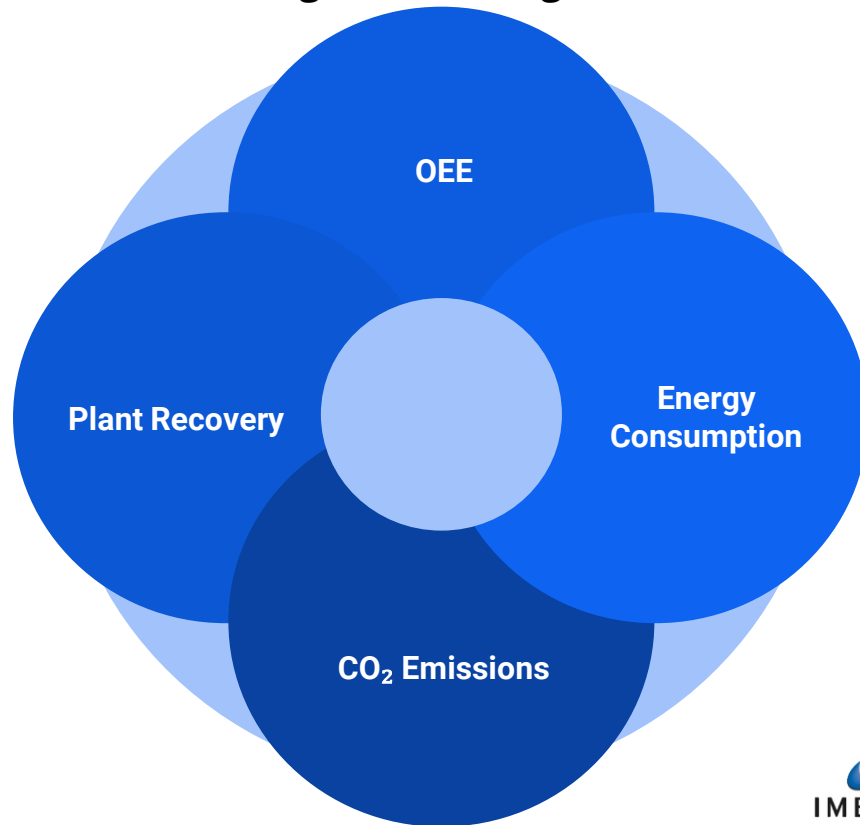
What's next?

Key Process Data:

Collect by Year-End, Then More Tags to Follow

- Phase 1: **Get the essential data flowing.**
- Phase 2: **Expand tag coverage for deeper insights.**
- Phase 3: **Use all this data to actually make smarter decisions.**

Dialing in on the Right KPIs



Final thoughts: Some advice if you are on a similar journey



Is it an IT project? Or is it an OT project? - **It's both!**

More data points shouldn't mean starting from scratch.

Invest in training, workshops, and champions who will drive adoption.

Communicate the "why" behind the changes - not just the "what".

At the end: This isn't just about a system—it's about **transforming the way** we operate. **We're already seeing the benefits, and this is just the beginning!**

From Chaos to Clarity: Our Data Transformation Journey

The Challenge: Struggling with Outdated Systems

- Our data was **slow, unreliable, and disconnected**—stretched across 10+ sites with no real-time insights.
 - **Manual data collection** wasted **10-20% of operators' time**.
 - **No real-time KPIs** → slower responses (20-25%) and missed opportunities.
 - **Network issues, security risks, and inconsistent data** added to the chaos.

The Solution: A Smarter, Scalable System

- We built a **hybrid model** with **cloud-powered insights and local control**:
 - **Standardized data collection across 29 sites**—no more silos.
 - **Automated monitoring & compliance tracking**—less manual work.

The Results: Real Impact, Real Value

- **\$2M+ in additional revenue**
- **80 active users, 750+ self-service content pieces**
- **5K+ real-time data tags** for faster, smarter decisions

The Victory: From Firefighting to Future-Ready

- *We turned outdated, disconnected systems into a real-time data powerhouse—boosting efficiency, visibility, and revenue. And this is just the beginning!*

Thank you for your attention

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 [@imerys](https://twitter.com/imerys)